



**IRAQ UNDAF FUND
Project Document**

Participating UN Organization:
UNDP

Priority Working Group:
Governance and Human Rights

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Programme Title:
Empowering CSOs in Iraq

Programme Number:
P1-01

Programme Costs:	
IRAQ UNDAF FUND:	US\$ 2,221,818
Govt. Contribution:	0
UN Organization Core:	
Other: UNOPS	US\$ 1,015,601
TOTAL (USD):	US\$ 3,237,419

Programme Location:
Governorate(s): Nation-wide
District(s):
Town(s):

Programme Description (limit 200 words):

The programme seeks to empower CSOs to effectively monitor the Government's compliance with due process and transparency by building the capacity of chosen CSOs to hold the Government accountable in the areas of service delivery, corruption, human rights and civil rights. The programme will also contribute to the establishment of sustainable channels of dialogue and partnership between CSOs and the Government to interface and ensure that civil society is gathered during policymaking processes. The programme will work with a consortium of CSOs that presented their demands to the Government. The programme aims to establish a basis to enable an expanded CSO network, thereby ensuring sustainability through Trainings of Trainers targeting additional CSOs.

The programme will also support Iraqi civil society in the Kurdistan Region to build and formalize its relationship with public authorities based on principles of mutual recognition, participation, and accountability. To this end, the programme will support the adoption of a national compact establishing the basis for a constructive relationship between government authorities and civil society. This will help to strengthen the rule of law in Iraq, and enhance the responsiveness of the government to the actual needs of its constituents.

Line Ministry / Authority Responsible:

Council of Representatives, Committee on Civil Society
Kurdistan Parliament, Committee on Civil Society Organisations

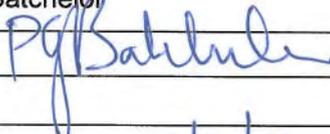
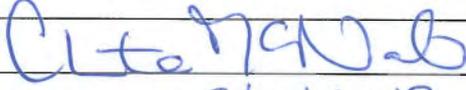
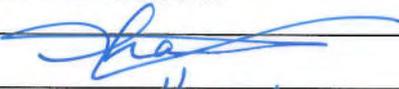
Programme Duration:

Total duration (in months) : 18 months
Expected Start date¹ : 01 March 2012
Expected End date : 30 August 2013

Review & Approval Dates

Line Ministry/ National Authority	Authority
Endorsement Date:	19 December 2011
PCN Approval Date:	05 January 2012
PWG/ Sub-PWG Review Date:	14 January 2012
Steering Committee Approval Date:	18 January 2012

Signatures of Participating UN Organizations and Steering Committee Chair

I.	Name of Representative	Peter Batchelor
	Signature	
	Name of UN Organization	UNDP
	Date	8/2/12
II.	Name of Steering Committee Chair (UN)	Christine McNab
	Signature	
	Date	8/2/2012
III.	Name of Steering Committee Chair (GOI)	Thamir Al-Ghadban
	Signature	
	Date	8 th Feb 2012

¹ The official start date of any approved project/programme occurs when funds are transferred by MDTF Office.

Relevant NDP Goal(s): 12.4.6: Inclusiveness of all groups in the development process

Relevant UNDAF Priority Area Outcome: Priority 1: Improved governance, including protection of human rights.

**Budget Breakdown by
Source of Funds and Participating UN Organization**

Total Programme Budget (in US \$): 3,237,419

Budget Breakdown by Source

Participating UN Organization	Iraq UNDAF Fund (US \$)	GOI Funds (US \$)	Participating UN Organization Funds (US \$)	
			Core Funds	Non –core
UNDP	2,221,818	0	0	0
UNOPS	0	0	0	1,015,601
Total Budget (US \$)	2,221,818	0	0	1,015,601

1. Executive Summary

The programme seeks to empower CSOs to effectively monitor the Government's compliance with due process and transparency by building the capacity of chosen CSOs to hold the Government accountable in the areas of service delivery, corruption, human rights and civil rights. The programme will also contribute to the establishment of sustainable channels of dialogue and partnership between CSOs and the Government to interface and ensure that civil society is gathered during policymaking processes. The programme will work with a consortium of CSOs that presented their demands to the Government. The programme aims to establish a basis to enable an expanded CSO network, thereby ensuring sustainability through Trainings of Trainers targeting additional CSOs.

The programme will also support Iraqi civil society in the Kurdistan Region to build and formalize its relationship with public authorities based on principles of mutual recognition, participation, and accountability. To this end, the programme will support the adoption of a national compact establishing the basis for a constructive relationship between government authorities and civil society. This will help to strengthen the rule of law in Iraq, and enhance the responsiveness of the government to the actual needs of its constituents. This component of the programme will be executed by UNOPS through its own bilateral funding, however the work of both agencies will be mutually reinforcing and complementary. To this end, UNOPS is bound by its own operating rules and regulations, but references made to their work in this programme document is under an overarching and holistic programmatic approach. This holistic approach is also reflected in the Programme Management Arrangements.

2. Situation Analysis

The concept of civil society in Iraq faces numerous challenges, including operating in an environment of unconsolidated democracy, instability, and obstructive centralization, coupled with a lack of tolerance and cultural diversity. Persistent security threats severely impede the capacities as well as the role of civil society. Consequently, the performance and impact of civil society organisations (CSOs) tend to be limited and marginalised.

CSOs in Iraq also lack effective networks between one another, and provide inadequate reporting on their own activities. The lack of government or academic institutions dedicated to studying and monitoring civil society further impedes the development of a nuanced understanding of the mutually reinforcing relationship between civil society and good democratic governance.

CSOs maintain an important niche in Iraq, providing support to those who are unable to access government assistance, observing elections, protecting human rights, pursuing political inclusivity, and promoting reconciliation and peace building. As Iraqi civil society is still at a nascent stage, it is important that it find and express its own identity and be supported by the institutional legal underpinnings. Civil society will not be able to effectively execute its key function in Iraq if its relationship with the government is not regulated so as to uphold its independence.

In early March 2011, a consortium of Iraqi CSOs presented a series of demands to the Prime Minister, which can be clustered under five categories: governance, rule of law, economic development, access to basic and social services, and environment. UNDP's corporate mandate is relevant for each of those issues. To date, substantial work has been done with government counterparts developing policy and legal frameworks, enhancing government staff capacity, and assisting in the rehabilitation of basic services. However, significant gaps remain that prevent a substantive impact on the lives of most constituents, particularly among Iraq's more vulnerable populations, including the poor, people with disabilities, prisoners, and internally displaced persons.

In light of increasing public pressure for effective government service delivery, UNDP seeks to

reach out to CSOs and NGOs to empower these organisations through the provision of additional skills training, enhancing innovative approaches and further consolidating community support in order to pursue more inclusive participation, ultimately improving the living standards of Iraqi citizens.

Approximately 4,000 CSOs currently operate in Iraq with diverse portfolios, and significantly varying levels of expertise and capacities. Iraqi CSOs have occupied the role of trainers and educators rather than lobbyists or advocates. These energies are likely to be realigned in light of events underway across the region.

Iraqi authorities would benefit from better understanding and internalising the role that civil society play in a democratic state. Additionally, civil society must be equipped with legal stability and technical means to efficiently fulfil its role. In general, civil society presently maintain limited linkages with the government, particularly at the policy and decision-making levels. A mutual lack of understanding between CSOs and the government as to their motives and capacities has inhibited the development of a fruitful partnership that would otherwise enable both to better meet the needs of the Iraqi public.

Civil society has been striving to receive greater recognition from Iraqi authorities since 2003, yet a continued lack of inclusion in policy-making circles continues to be one of the greatest challenges to this end. Some progress has been noted, including the UNOPS-supported participatory work on the federal NGO law where civil society successfully defended its rights while revising the draft law along with the Council of Representatives (COR) and government. As a result, one of the most progressive NGO laws in the region was passed in 2010. An even more enabling NGO law for the Kurdistan Region was passed by the Kurdistan Parliament in April 2011 and approved in May 2011.

Since 2005, several international interventions have sought to consolidate the capacities and role of civil society in Iraq.

The National Democratic Institute (NDI) has been assisting civil society groups in developing organizational structures and strategic plans to enable Iraqi civil society to play an intermediary role between citizens and public officials, influencing political processes, and promoting government accountability. NDI has developed long-term, working partnerships with more than 150 Iraqi civil society organizations and has distributed approximately 190 grants since 2003 to civic groups that conduct voter education projects and advocacy on community issues and election reform.

The United States Agency for International Development (USAID), through its Iraq Civil Society and Independent Media Program, has delivered focused training and technical assistance to media groups and CSOs support the promotion of an informed, sustainable, and active Iraqi civil society and independent media-. With USAID's help, Iraq now boasts over 125 different media outlets. The programme's efforts in voter education, community dialogue, and constitutional development helped expand public awareness and participation in the March election in 2010.

UNOPS has supported the establishment of a new legal framework for CSOs at both the federal and KRG levels.

The NGO Coordination Committee for Iraq (NCCI), an autonomous body created by national and international NGOs working in Iraq, was established to promote information sharing and coordination among Iraq's civil society community. NCCI provides a forum for collective NGO activity to enhance the effectiveness of humanitarian and development action in Iraq at the national level.

The achievements of Iraqi civil society to date, coupled with the recent developments in the Arab world and the growing discontent of Iraqi society with the political, economic, and social uncertainty in Iraq, has created the momentum for bringing the issue of the relationship between

Iraqi civil society and public authorities to a higher level. UNDP is uniquely positioned to galvanize this momentum by further enhancing the capacities of Iraqi civil society so as to fulfil their monitoring and advocacy role.

3. JP context and its relevance to NDP and UNDAF, including Cross-Cutting Themes, and UN Organization Experience including any Lessons Learned

Background/context:

The programme complements the aims of the 2011-2014 United Nations Development Assistance Framework (UNDAF) which was prepared in full alignment with the Government of Iraq's national priorities as communicated in the 2010-2014 National Development Plan (NDP). The programme is also harmonised with the objectives of the UNDP 2011-2014 Country Programme Document (CPD) and its accompanying 2011-2014 Country Programme Plan of Action (CPAP).

In the UNDAF, the programme contributes to UNDAF Priority Area 1:

- Priority 1: Improved governance, including protection of human rights.

The programme also indirectly contributes to UNDAF Priority Areas 4 and 5:

- Priority 4: Increased access to quality essential services
- Priority 5: Investment in human capital and empowerment of women, youth and children

Specifically, the programme addresses UNDAF Outcome 1.1: "The Iraqi state has a more inclusive and participatory political process reflecting improved national dialogue." It also supports UNDP's Country Programme Document for Iraq, particularly outcome 1: "The Government of Iraq and civil society have strengthened participatory mechanisms in place for electoral processes, national dialogue and reconciliation."

The programme contributes to NDP section 12.4.6 regarding "inclusiveness of all groups in the development process."

At the national and community level, the programme responds to the needs identified by the CSO consortium in their letter to the Prime Minister and to the dialogue that followed.

UNOPS possesses a comparative advantage in its work with Iraqi civil society. Following the completion of another programme supporting civil society in Iraq, a UNOPS bilateral donor agreed for US\$ 1,015,601 to be programmed and harmonised with this Empowering CSOs in Iraq programme. Thus, while funding sources are separate, through Iraq UNDAF Fund and bilateral funding for UNDP and UNOPS respectively, the holistic approach ensures that the efforts of both agencies are coordinated and their work mutually reinforced.

The programme is also the result of correspondence and dialogue between key partners gauging and identifying both local and strategic-level needs, including UNAMI, UNOPS and INGOs such as the Institute for International Law and Human Rights and NCCI.

Direct beneficiaries of this programme are the CSOs who will find themselves in a stronger position to advocate and monitor, thereby contributing to a strengthening of their democratic function. Beneficiary CSOs will have the opportunity to establish partnerships, and will receive relevant field training through partnering with INGOs. Through the resulting enhanced effectiveness of their work in governance-related fields, this programme will additionally enhance the profile and credibility of beneficiary CSOs.

The Iraqi public will be indirect beneficiaries of the programme through access to stronger CSO entities better able to convey, advocate, lobby and protect their interests in the thematic areas of service delivery, anti-corruption, and civil and human rights.

Government entities will also benefit from this programme as they will be able to better internalise the priorities of the people they serve and act accordingly. Further, government bodies will have focused entry points for constructive dialogue on key issues raised by civil society before any potentially destabilising popular uprising and/or unrest occurs.

UN Organization Experience in the Priority Area and Lessons Learned:

UNDP has worked with CSOs in the context of the Emergency Response Fund (ERF). This was a joint mechanism with UNOCHA providing rapid humanitarian assistance in the sectors of Water and sanitation, Health and Nutrition, Education, Food, Shelter and Protection related interventions. CSOs were awarded grants worth between US\$ 25,000 and US\$ 400,000 with a project duration not exceeding 9 months.

For the component in the KRG, the programme's design and strategy builds upon more than six years of UNOPS working relationship with the government, and experience in working with and providing support to civil society in Iraq. In particular, lessons learned have been taken from a February 2011 mid-term evaluation of the UNOPS Iraqi Civil Society Empowerment Programme.

A number of lessons relevant to the activities in this programme have been learned from previous initiatives undertaken by UNDP and other agencies:

- UNDP should not put off capacity development in circumstances of crisis;
- Policy work should be coupled with bottom-up projects;
- Attempts to address issues of inter-communal conflict and tension must involve an integrated approach including both strategic and grassroots initiatives;
- It is essential that grassroots initiatives are locally led and driven, including by vulnerable groups, both to maintain credibility and to ensure that initiatives are tailored to local contexts;
- Initiatives cannot simply be based on single events but must lead to identifying and undertaking further action in order to ensure sustainability;
- Iraqi CSOs will be more effectively capacitated by working on concrete issues whilst they are being institutionally strengthened.
- Iraqi CSOs will be able to provide greater accountability by being partnered with INGOs.

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The programme sought to strengthen the capacities of government institutions responsible for civil society, empower and cultivate civil society organizations, and enhance government-civil society linkages. Specific lessons learned incorporated into this new programme include:

- Bringing together stakeholders around a controversial issue physically outside of Iraq can help to foster partnerships and achieve results;
- Formalise partnerships at the design stage to ensure buy-in and commitment, thereby encouraging timely implementation of activities;
- The success of projects with Iraqi NGOs might be negatively impacted by the issue of slow NGO registration;
- Having the right political partners can determine the success of a project ensuring the authority and momentum for initiatives to work is obtained;

- UN agencies, as neutral and apolitical entities, play an important convening role in building linkages and establishing trust between civil society and government;
- In a post-conflict transitional context, it is better to design a less ambitious project and ensure adequate technical, financial, and operational resources;
- Ensure strong monitoring and evaluation frameworks are in place to effectively measure qualitative results, thereby strengthening the ability to gauge outcome and impact level changes;
- Take electoral cycles into account when designing a project with government partners as key stakeholders;
- Design on-going civil society support throughout project processes, as opposed to workshops at the beginning and end of projects.
- Based on experience derived from the work on NGO laws in Iraq it is better to propose to stakeholders a base text, which can later be revised during consultations and negotiations. This is also an experience of the processes of drafting PDCs in Europe.

4. The proposed programme and how it addresses crosscutting themes

The programme will support CSOs to effectively monitor the Government of Iraq's compliance with due process and transparency, and enhance CSO capacities of advocacy.

UNDP will build the capacity of specifically identified CSOs to hold the government accountable in the areas of service delivery, anti-corruption, human rights and civil rights.

UNDP will also contribute to the establishment of sustainable channels of dialogue and partnership between CSOs and the Government of Iraq to interface and ensure that civil society is gathered during policymaking processes. The programme as a whole seeks to establish a foundation that will enable an expanded CSO network, thereby ensuring sustainability through Trainings of Trainers targeting additional CSOs.

UNOPS will support Iraqi civil society in the Kurdistan Region to build and formalise its relationship with public authorities based on principles of mutual recognition, participation, and accountability. To this end, the programme will support the adoption of a national compact establishing the basis for a constructive relationship between government authorities and civil society. This will help to strengthen the rule of law in Iraq, and enhance the responsiveness of the government to the actual needs of its constituents.

A regional Compact can provide CSOs a means to increase support for their work and thereby expand their activities in the interest of all Iraqis. For the government, the agreements can help ensure more effective execution of government functions. UNOPS will be managing a 992,463 USD component that it is itself contributing to this programme through re-programmed bilateral funds.

UNDP will begin work with the consortium of CSOs that put forward their demands to the Government of Iraq. The consortium has in principle agreed to this programme to receive capacity support and training. This programme aims to eventually expand the network to ensure its sustainability by implementing Training of Trainers to target additional CSOs which can also be worked through the NCCI.

This approach fits well with UNDP's work in other areas, namely:

- 1) the Council of Representatives (COR), where the main focus will be on strengthening the COR's work on oversight and hold public hearings where CSOs will be important in the areas mentioned above and to;
- 2) UNDP's work on Public Sector Modernisation that calls for Government to reinforce its own monitoring mechanisms to ensure oversight on service delivery and corruption.

UNOPS will build on their existing strong relationships with members of the KRG, Kurdistan Parliament and Kurdistan Region civil society. UNOPS has discussed scenarios of implementation of the new NGO law for the Kurdistan Region with the Legal Office to the President of the Kurdistan Region, representatives of the KRG Council of Ministers Secretariat (COMSEC), several members of Kurdistan Parliament Civil Society Committee, Speaker of the Kurdistan Parliament, KRG Ministry of Interior and several NGOs.

Representatives of the Public Authorities of the Kurdistan Region requested that UNOPS further support implementation of the NGO law. The proposed activities will contribute to the establishment of an environment conducive for the effective implementation of the new legislation.

The programme will utilise the momentum created by the Civic Initiative for the Protection of the Constitution, and NGO Law, and support the process of continuous dialogue between the Council of Representatives (CoR), GoI, and civil society. The programme will also take advantage of an unofficial February 24 meeting between a group of NGOs and the Prime Minister, where NGOs stressed it was important to work on developing positive and constructive relations between government and civil society. Finally the programme will capitalise on the overall developments within Iraq and the Arab region in general, responding directly to the demands of citizens for a more inclusive political system and greater influence of citizens in policy making.

This timing of this programme will allow it to build on three key developments in the KRG, all of which UNOPS was requested to support:

1. Recently passed NGO law in the Kurdistan Region
2. A planned KRG institution that will be responsible for funding NGO as per provisions of the new legislation, though the structure of this entity remains unclear
3. Plans to establish a KRG NGOs Directorate, in charge of registering NGOs. The Directorate, to be part of COMSEC as in Baghdad, will also be tasked with preparing regulations for implementation of the new NGO law.

A new regional compact, and the consultations that will occur before and during its drafting, will contribute to the structural arrangements of these new structures, support the successful implementation of the NGO law, and ultimately this will help to ensure that these new laws and institutions best serve the development of civil society and building mutual relations between the government and CSOs.

In addition, the programme reinforces the following outcome in UNDP Iraq's Country Programme 2011 – 2014: enhanced rule of law, protection and respect for human rights in line with international standards. The programme will be implemented in full alignment with work being done by other UN agencies as well as the Human Rights Office.

Expected Outputs:

The programme foresees two major outputs. Each output is expanded upon in the Results Framework and Workplan:

Output 1: Government is supported to facilitate free engagement of CSOs in development and reconciliation processes

1. UNDP will partner with established CSOs that addressed their demands to the Prime Minister in March 2011. This will allow the programme to achieve a quick start in establishing mechanisms and processes linked to engaging with Government through national dialogue in the implementation of the Prime Minister's recommendations and commitments in response to the CSO demands.

2. UNDP will engage in direct dialogue with these CSO platforms to see what kind of relevant support and activities could be undertaken to assist these CSOs. UNDP will support the formulation of initial concept notes with the successful ones being developed into full proposals.
3. In the KRG, UNOPS will ensure discussions on a regional compact follow a principled participatory approach. This will be applied at two levels: consultations among civil society, and between civil society and the Kurdistan Parliament. The consultation process will involve a wide range of CSOs and members of parliament, representing various groups, regions, and communities from Iraq. This inclusive approach aims to create ownership and buy-in for the regional compact from all participants. UNOPS will oversee the process, mitigating the risk of particular groups monopolizing the process and ensuring feedback is gathered from all sides.
4. Awareness raising activities will be conducted on three levels:
 - a. Seminars in the Kurdistan Parliament with participation of international (European and Regional) experts;
 - b. Study tour(s) to one of the European countries (preferably in Central-Eastern Europe) to concretely learn about the process of adopting a Compact as a country transitions to democracy as well as how the process contributed to developing relations between public authorities and civil society.
 - c. Study visit to Lebanon in order to present the Lebanese example of how public authorities cooperate with civil society organizations in targeting the country socio-economical needs. The study visit to Lebanon, carried out in 2010, during the drafting of the NGO law significantly helped the writing of this very progressive law. The participants of the study tour, including those who were sceptical at the time, proved to be the greatest defenders for the law during subsequent parliamentary discussions.
5. UNOPS will organise a training of trainers for civil society activists and representatives of the Kurdistan Parliament, and subsequent cascade trainings focusing on:
 - a. models of cooperation between civil society and public authorities with emphases on policy documents on cooperation (PDCs);
 - b. how to conduct training, including technical skills and support. The cascade trainings will be carried out in all KRG governorates. A training package will be prepared for use by all trainers to ensure that future trainings focus on the same message and key points. The training package for trainers would be prepared by experts and translated into Kurdish. These experts will later serve as facilitators during the in the phase of discussing the region's own compact.
6. The base text of the Compact document will be drafted by technical experts at the start of the programme. The draft text will be used for awareness activities, and at the later stage in the course of concrete negotiations/consultations process.
7. A strategy meeting will be held between representatives of the KRG authorities and civil society, following the awareness-raising phase. These sessions will focus concretely on participatory planning for the strategy of the work on Compact. The meetings will take form of roundtable(s) with the participation of external experts.
8. Consultations of the draft document will be carried out through meetings and media amongst civil society organizations in the KRG. These consultations will be carried out through NGOs of the Kurdistan Region, which will take place in all three KRG governorates. They will be addressed mainly to NGOs to ensure that the provisions of

the compact are thoroughly discussed, and that there is an agreement on both sides. Depending on the local situation, the consultation meetings at the governorate level may also be open to representatives of local authorities acting as observers (hence the meetings can further play an awareness/sensitization role). This however will be left to the discretion of NGOs working in particular locations in order to ensure that all the participants feel comfortable to engage in open and free discussion. The consultation meetings will also serve to select legitimate representation of civil society, which will represent the sector during the phase of consultations with the KRG authorities.

9. Once the draft document is agreed upon, consultations will be conducted between representatives of Civil Society and Kurdistan Parliament. Representatives of the civil society will use the draft version of the Compact document, an outcome of the governorate level consultations, to work further with representatives of the Kurdistan Parliament on final version of the document. It is envisaged that this phase will require holding few roundtable meetings where particular provision of the Compact would be discussed. The meetings would be held preferable at the Kurdistan Parliament but if needed a neutral venue might have to be provided. The roundtable meetings will involve external experts and one of the planned study visits might be organized in this phase in order to help the involved parties to achieve an agreement. The phase should be completed with an informal agreement on the formulation of the Compact.
10. The process will also pay special attention on the participation of minority groups and organizations representing women. Representatives of academia, who proved to be instrumental in working on compacts in other countries, will be involved in the process on all levels. Academics will also play a significant role drafting and modifying the actual substance of the Compact, as well as input to the final approved document.
11. As the Kurdistan Region is small, and most active members of the Kurdistan Parliament and civil society know each other well, the awareness campaigns will also include representatives of local authorities (Provincial Councils and Governors' Offices) from the three governorates: Erbil, Sulaymania and Dohuk. They might not be part of the PDC but it will help them to understand the mechanisms. This is particularly important, as it is these representatives who are currently facing social unrest. In Sulaymania the members of Provincial Council supported the demonstrators' demands and referred them to the President of the Kurdistan Region. In a way, the Council is already acting as a bridge between citizens and higher authorities and this will be expanded on under this programme. Consultation mechanisms may be created on more permanent/institutional basis. Working on the compact can be an opportunity to discuss these consultative mechanisms and agree on a potential road map for implementation.

Output 2: CSOs have an enhanced capacity to promote citizen oversight mechanisms.

Launching a call for proposals to assist CSOs in Iraq work more effectively in the domain of service delivery, civic and human rights and anti-corruption will only have a chance of being successful with a strong preparatory phase factored into the programme. The preparatory phase will pursue the following sequence:

1. An information exchange workshop in Baghdad.

This event will effectively launch the initiative whilst providing vital information and feedback to both the CSOs present and to the programme management. The workshop will be advertised widely and representatives of participating organisations will need to register online for the event and will be admitted on the basis of being legally established as a CSO. In this way it will be possible to monitor the interested CSO groups, explain the intention of the subsequent Calls for Proposals, obtain feedback from the CSOs themselves on their priorities and concerns and share best practices and lessons learned where possible. Finally, it will also provide an opportunity for CSOs to network amongst each other where common themes of focus are apparent.

2. Arrange for direct contracting with the NGO Coordination Committee for Iraq (NCCI).

NCCI, which will assist with the programme outreach, mapping and quality control, is an autonomous body created by NGOs working in Iraq, with the aim to promote information sharing and coordination. The purpose of the NCCI is to provide a forum for collective NGO activity to enhance the effectiveness of humanitarian and CSO action in Iraq at the national level. NCCI will partner with UNDP to undertake a preparatory Call for Proposals workshop; map eligible Iraqi CSOs; assist with the screening of CSO concept notes; provide technical assistance to CSOs working on the full programme proposal and assist in the evaluation of the full proposals. NCCI will also facilitate the running and hosting of a joint UNDP-NCCI knowledge management website during the life-span of the programme. Without such preparation, accompaniment and technical support, the Call for Proposals is unlikely to succeed in meeting its objectives and outputs. This contracting will require a non-competitive waiver, based on unique added value and qualities of NCCI and which would have to be approved by UNDP's regional Contract, Assets and Procurement committee CAP.

3. Arrange for an open Call for Proposals for Iraqi CSOs.

This Call will be for activities in line with the overall programme outputs and cover the three themes of service delivery, anti-corruption and protecting and promoting human and civil rights. Only CSOs that are eligible under the new Iraqi law will be able to participate and will also have to comply with UNDP contracting eligibility criteria. All instructions and guidance in this process will be set out in specific Guidelines that will be developed as soon as the programme becomes active. It is precisely to facilitate the technical requirements of the Guidelines that the preparatory workshop is required and the support from the UNDP-NCCI partnership will be mobilized. The process intends to be non-prescriptive to enable CSOs to identify their own requirements and activities within the three sub areas identified. Grants from the programme will enable identified Iraqi CSOs to pursue projects while abiding by quality standards seeking to enhance their project cycle management and organisational networking skills. Capacity will be enhanced through the preparatory workshop, relevant awareness raising activities, networking opportunities, and partnership arrangements with larger international NGOs whereby best practices and international norms will be shared with Iraqi CSOs. A programme evaluation will be conducted by UNDP, in collaboration with all key stakeholders, during the final year of implementation.

Cross-cutting Themes:

Human Rights

This programme adopts the UNDP Human Rights Based Approach to programming. It recognises that building the capacity of CSOs to play a stronger role of monitoring and advocacy will contribute to the protection of the rights of minorities, vulnerable groups and the broader community in the country. A human rights based approach is further strengthened in the programme by including human and civil rights as one of the thematic windows of the Call for Proposals.

The development of human rights in Iraq is greatly impacted by public engagement in decision-making processes, an increase in the accountability of government institutions and the public understanding of authorities' rights and responsibilities. The successful implementation of activities and ultimate strengthening of the relationship between civil society and the government will contribute towards the institutionalisation of a constructive relationship that will enhance dialogue on human rights related issues, and support the process of broader transformational change.

Gender Equity

Women must be given greater space in Iraq in order to fulfil their vital role in safe-guarding human and civil rights, and work with government entities on issues affecting service delivery and anti-corruption.

Gender specific projects will be encouraged in the Calls for Proposals, not only in terms of the activities being set out in the project proposals but also in the staffing of the CSO itself. A minimum of 15% of the programme budget will go to CSO activities that specifically support and strengthen the role of women in the three thematic windows and on ensuring strong participation of women at senior levels inside the CSOs. This dimension will also be covered in the Guidelines.

Youth

Children are particularly vulnerable to the effects of conflict and post-conflict situations such as in Iraq. To this end, youth focused projects will be encouraged under the Call for Proposals, as will innovative contributions including youth groups under the CSO-INGO consortium umbrella.

Environment

Environmental issues are connected to matters of service delivery, human rights and corruption. Proposals that tackle environmental issues within the three thematic windows will be encouraged, particularly where environmental issues significantly affect the quality of life of citizens.

Sustainability of Results:

This programme is designed to ensure the guided and accompanied Call for Proposals (Output 2; Step 3) avoids prescriptiveness in terms of solutions that will be offered by CSOs. This allows for true ownership of the overall programme by the national CSOs, and encourages enhanced participation from all eligible organisations.

Sustainability will be supported from the networking and partnership building that will be encouraged by the Call for Proposal process. This will leave behind lasting partnerships between COSs working on the same subject matter as well as potentially long-lasting partnerships between Iraqi CSOs and INGOs.

The process and results of the programme will be captured through knowledge management mechanisms including communities of practice, workshops involving all participants, engagement with Teamworks, and regular development of communication products.

This joint programme between UNDP and UNOPS will contribute towards developing a functional, transparent, and mutually beneficial relationship between civil society and public authorities through complementary and mutually reinforcing outputs of the two agencies. A constructive relationship of mutual accountability between Iraqi civil society and the government will allow them both to better serve the needs of the Iraqi people in the medium and longer terms. Through awareness raising activities, including trainings, study tours and mentoring from international experts, both government and CSO partners will develop new skills and build their knowledge base to enable them to work more effectively together.

4. Results

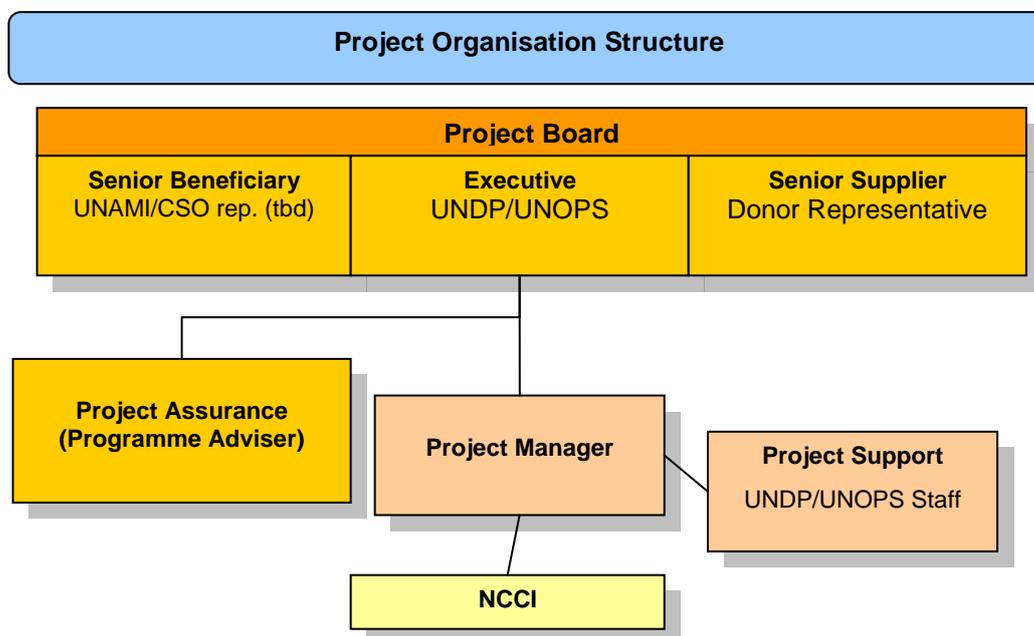
Table 1: Results Framework

Programme Title		Empowering CSOs in Iraq					
UNDAF Priority Area		Priority 1: Improved governance, including protection of human rights.					
Relevant MDG(s)		MDG 8: Develop a global partnership for development					
Relevant NDP goals		12.4.6: Inclusiveness of all groups in the development process					
Relevant UNDAF Priority Area Outcome: The Iraqi state has a more inclusive and participatory political process reflecting improved national dialogue.							
Joint Programme Outputs	UN Organization Specific Output (Applicable in case of JP)	UN Organization	Other Implementing partner(s)	Performance Indicators	Baseline	Target	Means Verification of
Output 1: Government is supported to facilitate free engagement of CSOs in development and reconciliation processes.	1. Government is supported to facilitate free engagement of CSOs in development and reconciliation processes	UNOPS	<ul style="list-style-type: none"> • KPI • NCCI • CSOs 	<p>1.1 KRG Civil Society Regional Compact drafted and submitted for endorsement</p> <p>1.2 Number of CSOs involved in the drafting of the KRG Civil Society compact</p> <p>1.3 Percentage of CSOs involved in the drafting of KRG civil society compact satisfied with level of participation</p>	<p>1.1 NO</p> <p>1.2 0</p> <p>1.3 NA</p>	<p>1.1 Yes</p> <p>1.2 100</p> <p>1.3 80%</p>	<p>1.1 Compact document</p> <p>1.2 Programme Progress report</p> <p>1.3 CSOs feedback forms</p>

Output 2: CSOs have an enhanced capacity to promote citizen oversight mechanisms.	CSOs have an enhanced capacity to promote citizen oversight mechanisms.	UNDP	NCCI	2.1 Number of vetted national/ local CSOs to undertake and promote oversight mechanisms in the areas of service delivery, anti-corruption and protecting and promoting human and civil rights	2.1 0	2.1 10	2.1 Programme Progress report
				2.2 Number of CSOs that that receive project cycle management and organisational networking skills capacity support from programme.	2.2 0	2.2 15	2.2 Programme Progress report

5. Management and Coordination Arrangements

The Empowering CSOs programme will be administered through direct implementation (DIM) and all aspects of the programme will comply with UNDP guidelines for DIM. UNDP will directly manage US\$ 2,240,020 of UNDP-earmarked UNDAF Trust Fund funding. UNOPS will directly implement US\$ 1,015,601 of its own re-programmed bilateral funding, and a holistic approach on managing this initiative will be adopted by both agencies.



Programme Board

The programme will establish a programme board which will meet quarterly to oversee the progress of the programme and provide strategic guidance including approval of programme work plans, budget, programme revisions, and reporting. The programme board is responsible for programme oversight, including ensuring that appropriate programme management milestones are completed, that the programme benefits from independent oversight and monitoring, and that the programme works closely with all key partners.

The membership of the programme board will include a representative of UNAMI as the senior beneficiary, a donors' representative, and representatives from UNDP and UNOPS as the Executive. The Board will give guidance to the Programme Manager. Programme assurance on behalf of the programme board will be the responsibility of the UNDP-Iraq Crisis Prevention and Recovery Advisor and the Governance Programme Associate. Backstopping support to the board will be provided by UNDP-UNOPS staff.

If deemed advisable, a Steering Committee will be established that will include all donors and stakeholders working on initiatives that relate to this.

Programme Staff

In addition to a part time Programme Adviser and a part time programme manager based in Amman (with frequent field trips to Iraq), the programme staff will include a programme associate. Administrative support will be provided to the programme through UNDP-UNOPS staff currently engaged in Amman and Iraq.

NCCI will be subcontracted to provide programme support. The role of NCCI will be to support the Call for Proposals preparatory process with a one day work shop, CSO mapping, assist with the evaluation of CSO Concept Notes and full proposals and facilitate

an online Knowledge Management platform. It will also support the monitoring and evaluation of the activities being implemented by the CSO Call for Proposal grantees.

Coordination and Collaboration with Other Programmes

The programme manager for this programme also manages other programmes relating to participatory Governance which will provide coordination with other relevant UNDP programmes. This provides a logical connection between top-level and grassroots level social inclusion initiatives. The programme will need to interface regularly with the Local Area Development Phase II programme, part of which will be supporting local Government interact more effectively with CSOs.

UNDP has close relationships with other UN agencies and non-UN offices working in and on Iraq, including on issues relating to minorities and vulnerable communities, peace building and social inclusion. This includes UNAMI, UNICEF and UNOPS, as well as international NGOs and Iraqi CSOs. These relationships facilitate information sharing and coordination between initiatives to ensure that the programme can be as effective as possible.

6. Feasibility, risk management and sustainability of results

#	DESCRIPTION	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES; MGMT RESPONSE
1	Unstable security situation in Iraq	Operational	Potential delay in implementing the programme activities P = 3 I = 2	Countermeasure: Ongoing analysis of security situation and compliance with UNDP security guidelines Mgmt Response: Contract implementing partner for on the ground implementation.
2	Preparatory Workshops and CSOs are threatened with violence	Operational	Participants are victims of attacks. Reputation of programme and UN severely damaged. P = 1 I = 3	Countermeasure: Ongoing analysis of security situation and compliance with UNDP security guidelines. Ongoing liaison with facilitators and community members. Mgmt Response: If threat identified, find alternative arrangements for holding workshops with facilitators to manage risk.
3	Remote management and implementation of this programme due to the restricted UN presence in Iraq	Organisational	Lack of coordination of activities P = 3 I = 3	Countermeasure: Ensure a reliable contracting partner using local staff to monitor activities on the ground. Mgmt Response: Greater monitoring and evaluation from the PM
4	Difficulty conducting activities in local areas	Political	Difficulty accessing workshops for UNDP staff. P = 2 I = 3	Countermeasures: Ensure ongoing consultation with all stakeholders

5	Adequate CSOs cannot be identified.	Operational	Difficulty undertaking workshops P = 2 I = 2	Countermeasures: Ensure UNDP contracted partner is familiar with in country situation. Mgmt Response: Adjust the number and location of activities to suit stakeholders while still achieving programme outcome.
6	CSO grants are interfered with by various political agenda.	Political, Operational	Interference may undermine ability to achieve programme outcome. P = 2 I = 2	Countermeasures: Provide avenue for regular stakeholder consultation. Ensure appropriate selection of CSOs. Mgmt Response: Get two facilitators from different political backgrounds to co-chair workshops.
7	Barriers to participation of women inside CSOs and lack of gender oriented proposals	Operational	Inability to conduct some or all of the women-only workshops P = 1 I = 2	Countermeasures: Ensure adequate consultation with stakeholders to ensure credibility of programme and access for women participants. Mgmt Response: Review role of women-only workshops in programme.
8	Barriers to participation of youth inside CSOs activities.	Operational	Inability to conduct some or all of the youth-only workshops P = 1 I = 2	Countermeasures: Ensure adequate consultation with local stakeholders to ensure credibility of programme and access for youth participants. Mgmt Response: Review role of youth-only workshops in programme.

7. Monitoring, Evaluation and Reporting

Reporting will follow the standard Iraq UNDAF Fund rules and procedures: quarterly progress reports (fiches), annual progress reports, and a Final Report at the end of the project that will provide final analysis, findings, lessons learned and recommendations will be prepared.

Both financial and narrative reporting will be conducted in line with the Memorandum of Understanding with the AA as well as with the UNDP and UNOPS standard internal requirements. The programme will be monitored and evaluated as following:

MECHANISM	DISTRIBUTION	DESCRIPTION	DEADLINE
Quarterly Progress Report (QPR)	Programme Board	Quarterly reports will record progress towards outputs and financial performance.	Each quarter

Issue Log	Internal	An Issue log will be activated in Atlas and updated by the Programme Manager to facilitate tracking and resolution of potential problems or requests for change.	Continuous
Risk Analysis	Internal	A risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the programme implementation.	Continuous
Lessons-learned Log	Internal	A programme Lessons-learned log shall be activated and regularly updated to ensure ongoing learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the programme.	Continuous
Monitoring Schedule Plan	Internal	A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.	Continuous
Annual Review Report	Programme Board	An Annual Review Report shall be prepared by the Programme manager and shared with the Programme Board. As a minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.	End of Financial Year
Final Report	Programme Board	Based on the above report, a Final Report shall be conducted as soon after the conclusion of the PIP as possible, to assess the performance of the PIP. This review is driven by the Programme Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.	End of PIP
Reports identified in paragraph 7.3 of the General Arrangement	Donor	Reports include: an annual narrative progress report; a final narrative report; an annual certified financial statement as of 31 December; and a final certified financial statement.	Various

Programme Evaluation	Internal	A programme evaluation will be conducted by UNDP, in collaboration with all key stakeholders, during the last year of implementation.	July 2013
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8. Legal Context

The Iraq UNDAF 2011-2014, co-signed by the Government and the UNCT including UNDP, is a strategic programming tool and provides basis for UN's technical assistance in Iraq. It articulates Iraq's recovery and transition towards longer-term development by providing a coherent and coordinated strategy for the delivery of UN assistance in line with Iraq's national priorities stipulated in the NDP 2010-2014 and relevant MDGs, following the underlying principles of the UN Reform Process and the Paris Declaration on Aid Effectiveness. The Iraq UNDAF Fund has been established to support the UNDAF implementation.

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Programme Document as referred to in the SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the programme is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Programme Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Programme Document".

9. Work Plans

Table 2

Work Plan for: Empowering CSOs in Iraq

Period Covered by the Work Plan February 2012 to July 2013

UNDAF Priority Outcome: The Iraqi state has a more inclusive and participatory political process reflecting improved national dialogue.									
UNDAF Priority Area Outcome: Improved governance, including protection of human rights.									
UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)						Implementing Partner	Planned Budget (by output)
		Q1	Q2	Q3	Q4	Q5	Q6		
Output 1: Government is supported to facilitate free engagement of CSOs in development and reconciliation processes									
Improved policy environment that allows CSOs to freely engage in national development and reconciliation processes (UNOPS).	Conduct awareness activities targeting representatives of public authorities and civil society							UNOPS	1,015,601 (UNOPS)
	Drafting of the base policy Compact document by technical experts at the start of the programme.							UNOPS	
	Planning/strategy meeting between representatives of the KRG authorities and civil society.							UNOPS	
	Papers prepared and disseminated among various stakeholders on the relevant topic and how they can relate to the situation in Iraq.							UNOPS	
	Study tour takes place							UNOPS	
	Conduct training of trainers for civil society activists and representatives of the KRG parliaments and subsequent cascade trainings.							UNOPS	
	Consultations of the draft document among civil society organizations in the KRG Iraq carried out through meetings and media.							UNOPS	
	Conduct consultations of the draft document between representatives of Civil Society and KRG parliament.							UNOPS	
	Adoption of the policy agreement between the KRG parliament and civil society							UNOPS	
	Final conference announcing adoption of the document,							UNOPS	

	preferably organized at the KRG parliament									
JP Output 2: CSOs have an enhanced capacity to promote citizen oversight mechanisms.										
Enhanced capacity of CSOs to promote citizen oversight mechanisms (UNDP)	CSO Mapping								UNDP, NCCI	2,221,818
	Preparatory Workshop with CSOs on the Call for Proposals process								UNDP, NCCI	
	Drafting of Calls for Proposals Guidelines								UNDP, NCCI	
	Establishing the Evaluation Committee								UNDP, NCCI	
	Eligibility check of applicants								UNDP, NCCI	
	Evaluation of Concept notes								UNDP, NCCI	
	Discussion with successful applicants for the development of the full proposal								UNDP, NCCI	
	Evaluation of Concept notes prior to developing full proposals								UNDP, NCCI	
	Evaluation of full proposal								UNDP, NCCI	
	Arrange for Community of practice live workshop.								UNDP, NCCI	
	Negotiation of full proposals and contracting								UNDP, NCCI	
	Establish an online community of practice								UNDP, NCCI	
	Conduct awareness raising activities targeting representatives of public authorities and civil society on programme scope, objectives, and projects funded								UNDP, NCCI	
	Monitoring and Evaluation								UNDP, NCCI	
Programme Evaluation								UNDP		
Total UNDP (USD)									2,221,818	
Other Contributions, UNOPS (USD)									1,015,601	
Total Programme Budget (USD)									3,237,419	

1. Budget:

This budget table 2 below must be prepared for Iraq UNDAF Fund only and to be accompanied by a detailed budget for each line item, providing a description of the item and the calculation of cost (see Annex A)

Table 3:

PROGRAMME BUDGET (Iraq UNDAF Funds only)

PROGRAMME BUDGET		ESTIMATED UTILIZATION OF RESOURCES (US\$)	
CATEGORY	AMOUNT (US\$)	Year 1	Year 2
1. Supplies, commodities, equipment and transport	30,600	20,400	10,200
2. Personnel (staff, consultants and travel)	408,990	272,660	136,330
3. Training of counterparts	108,000	72,000	36,000
4. Contracts	1,429,996	953,331	476,665
5. Other direct costs	98,879	65,919	32,960
Total Programme Costs	2,076,465	1,384,310	692,155
Indirect Support Costs	145,353	96,902	48,451
TOTAL	2,221,818	1,481,212	740,606

* Based on the UNDG Harmonized Financial Reporting to Donors for Programmes approved in 2006. Definition of the categories can be found in the instruction which is available on www.undg.org.

** Security costs are calculated on the maximum rate of 2% of total programme costs and should be integrated into line item 5: Other direct costs.

*** Indirect support cost should be in line with the rate or range specified in the Iraq UNDAF Fund TOR (or Programme Document) and MOU and SAA for the particular MDTF.

ANNEX A: Detailed Budget (must be submitted in excel as well)

CATEGORY	ITEM DESCRIPTION	UNIT COST	NUMBER OF UNITS	AMOUNT	Year 1	Year 2
1. Supplies, commodities, equipment and transport						
	Stationery and office supply	400	18	7,200	4,800	2,400
	Office maintenance	400	18	7,200	4,800	2,400
	Communications	900	18	16,200	10,800	5,400
Sub-Total"1"			30,600	20,400	10,200	
2. Personnel (staff, individual consultants and travel)						
	Programme Staff			365,022	243,348	121,674
	Programme Advisor (part-time)	5,556	18	100,008	66,672	33,336
	Programme Manager (part-time; Amman)	10,556	18	190,008	126,672	63,336
	Programme Officer (part-time; Baghdad)	1,389	18	25,002	16,668	8,334
	Programme Officer (part-time; Erbil)	1,389	18	25,002	16,668	8,334
	Programme Associate (part-time)	1,389	18	25,002	16,668	8,334
	Individual Consultants			0	0	0
	Travel			43,968	29,312	14,656
	Missions and Coordination	7,328	6	43,968	29,312	14,656
Sub-Total"2"			408,990	272,660	136,330	
3. Training of counterparts	Preparatory Workshop	18,000	2	36,000	24,000	12,000
	Seminars	18,000	4	72,000	48,000	24,000
Sub-Total"3"			108,000	72,000	36,000	

4. Contracts	Implementing Partner	100,000	1	100,000	66,667	33,333
	Fund Contracting	65,000	15	975,000	650,000	325,000
	Advertising Call for Proposals	10,000	1	10,000	6,667	3,333
	Web Platform Launch	20,000	1	20,000	13,333	6,667
	Grant monitoring	8,333	12	99,996	66,664	33,332
	Allocation of Seed Grants	2,500	40	100,000	66,667	33,333
	Consultation Meetings	17,500	4	70,000	46,667	23,333
	Final Conference	55,000	1	55,000	36,667	18,333
	Programme Evaluation	40,000	1	40,000	26,667	13,333
Sub-Total "4"			1,429,996	953,331	476,665	
Sub - Total (1-4)			1,977,586	1,318,391	659,195	
5. Other direct costs	Common Premises (1%)			19,775.86	13,183.91	6,591.95
	Communications (1%)			19,775.86	13,183.91	6,591.95
	Security (2%)			39,551.72	26,367.81	13,183.91
	Miscellaneous (1%)			19,775.86	13,183.91	6,591.95
Sub-Total "5"			98,879	65,919	32,960	
Total Programme Costs			2,076,465	1,384,310	692,155	
6. Indirect Support costs	General Management Service (7%)			145,353	96,902	48,451
GRAND TOTAL ****			2,221,818	1,481,212	740,606	

Annex B: UNDP Programme Status Profile

Each Participating UN Organization must complete a Profile of all its on-going JP/ programmes implemented within the same Priority Area in Iraq (including those funded through core, bilateral and UNDG ITF funds).

Sl. #	Programme ID #	Programme Title	Total Budget (US\$)	Total Delivery (up to 2010)	Commitments (% as of 30 Nov 2011)	Disbursements (% as of 30 Nov 2011)	Remarks
1	60142	Rule of Law and Justice	20,398,000	49.34%	-1.76%	9.80%	Bilateral
2	56801	Preparatory Assist.- Global Fund to Fight AIDS and TB programme in Iraq	24,647,343	42.85%	7.79%	34.25%	Global Fund
3	63566	Anti-Corruption	8,350,000	50.83%	2.68%	27.04%	Bilateral
4	80465	English Language Training for the Integrity and other Institutions	1,500,000	0.0%	0.0%	0.0%	Bilateral
5	C9-24	Support to Decentralization and Local Governance	6,118,704	56.49%	0.16%	20.64%	ITF
6	C9-27	Justice & ROL	5,909,994	50.29%	8.14%	43.85%	ITF
7	G11-20	IHEC TA Phase II	5,479,950	75.40%	1.70%	12.90%	ITF
8	C9-28	Support to GOI in Paris Declaration	1,000,000	67.01%	-18.20%	24.39%	ITF
9	74650	Reforming Judicial Training in Iraq	404,040	27.01%	2.84%	8.40%	Bilateral
10	C9-29a	Iraqi Public Sector Modernization	5,000,000	1.75%	13.32%	54.63%	ITF
11	C9-34	Support to the human right commission	902,751	0.1%	11.31%	81.18%	ITF
12	75376	Family Supp. Justice & Security	941,180	24.06%	19.90%	36.21%	Bilateral

13	75294	Support to the new COR	300,000	0.0%	24.17%	24.17%	Multi-lateral
14	76615	Strengthening the Administration	3,200,000	0.0%	0.75%	19.52%	Bilateral
15	77088	Peace and Development Analysis	250,000	0.0%	29.26%	140.39%	Core
16	G11-23	Institutional Development Support	13,947,279	0.1%	0.99%	11.80%	ITF
17	76819	Support for Rights of Minorities	454,241	0.0%	20.50%	69.93%	Bilateral
18	80586	INL- Justice Data Management	3,800,000	0.0%	0.0%	0.0%	Bilateral
19	80503	Ninewa Minorities Dialogue Interfaith	150,000	0.0%	0.0%	0.0%	Bilateral
		TOTALS (US\$)	117,663,362				

Annex C: Monitoring framework - Quality management for programme activity results

Output 1: Government is supported to facilitate free engagement of CSOs in development and reconciliation processes		
Activity Result 1 (Atlas Activity ID)	Activity 1.1: Targeted support to selected CSOs Activity 1.2 Provide support to a CSO – KRG Compact and accompanying activities	Start Date: 01 FEB 2012 End Date: 30 JUL 2013
Purpose	Ensure quick start activities to address the issues highlighted by CSOs to the Prime Minister in Jan 2011	
Description	<ul style="list-style-type: none"> • Preparatory workshop with targeted primary CSOs PM and initial training • Evaluation of Concept notes prior to developing full proposals • Negotiation of full proposals and contracting • Conduct awareness activities targeting representatives of public authorities and civil society • Conduct training of trainers for civil society activists and representatives of the KRG parliaments and subsequent cascade trainings. • Papers prepared and disseminated among various stakeholders on the relevant topic and how they can relate to the situation in Iraq. • Drafting of the base policy Compact document by technical experts at the start of the programme. • Planning/strategy meeting between representatives of the KRG authorities and civil society. • Consultations of the draft document among civil society organizations in the KRG Iraq carried out through meetings and media. • Conduct consultations of the draft document between representatives of Civil Society and KRG parliament. • Adoption of the policy agreement between the KRG parliament and civil society • Final conference announcing adoption of the document, preferably organized at the KRG parliament 	
Quality Method	Means Verification	of Date of Assessment
At least 6 grants awarded that will contribute to CSO-Gol dialogue	UNDP-UNOPS reporting	30 SEP 2012
CSO-KRG Compact document drafted	UNOPS reporting	30 SEP 2012
Feedback from CSOs, Government and INGOs positive	UNDP-UNOPS reporting	30 SEP 2012

Output 2: CSOs have an enhanced capacity to promote citizen oversight mechanisms.		
Activity Result 2 (Atlas Activity ID)	Activity 2.1: Preparatory phase Activity 2.2: Call for Proposals Activity 2.3: Knowledge Management Dimension	Start Date: 01 FEB 2012 End Date: 30 JUL 2013
Purpose	CSOs able to play a more effective oversight role in the thematic areas of Service Delivery, anti-corruption, civil and human rights	
Description	<ul style="list-style-type: none"> • CSO Mapping • Preparatory Workshop with CSOs on the Call for Proposals process • Drafting of Calls for Proposals Guidelines • Establishing the Evaluation Committee 	

	<ul style="list-style-type: none"> • Eligibility check of applicants • Evaluation of Concept notes • Discussion with successful applicants for the development of the full proposal • Evaluation of full proposal • Contract negotiation and contracting • Establish an online community of practice • Arrange for Community of practice live workshop half way through programme cycle. 	
Quality Method	Means of Verification	Date of Assessment
Workshop on Call for Proposals held and attended by at least 40 CSOs	UNDP	APRIL 2012
Eligible and viable CSOs identified	UNDP	MAY 2012
At least 15 Concept notes approved	UNDP	JUNE 2012
At least 20 CSO-INGO partnerships created	UNDP	JUNE 2012
At least 15 grants awarded	UNDP	AUGUST 2012
On line Community of practice established and used	UNDP/NCCI	AUGUST 2012