IRAQ UNDAF FUND
Project Document

Participating UN Organization(s) (*specify Coordinating Organization*)	Priority Working Group(s):
UNDP (Coordinating agency), UNOPS	Governance and Human Rights

Priority Working Group Chair(s):			
Name:	Huda Malik (PMAC)	**Name:**	Rini Reza (UNDP)
Telephone:	+964 780383723	**Telephone:**	+964 790193130
E-mail:	hudaalani@gmail.com	**E-mail:**	rini.reza@undp.org
Name:	Adel Khdair Abbas (MoHR)	**Name:**	Claire Bourgeois (UNHCR)
Telephone:	+964 790194923	**Telephone:**	+964 780109977
E-mail:	adel_almsody@yahoo.com	**Email:**	bourgeois@unhcr.org

Programme Managers:	
Name:	Sammy Alfandika; Tanya Rzehak
Telephone:	+964 780195882, +962775411297
E-mail:	sammy.alfandika@undp.org, TanjaR@unops.org

Programme Title:	Programme Number:
Institutional Development Support to IHEC Phase II	P1-06

Programme Costs:		Programme Location:	
IRAQ UNDAF FUND:	US$2,134,050	**Governorate(s):** Nation-wide	
Govt. Contribution:	0	**District(s):**	
UN Organization Core:	0		
Other:	US$5,807,539 (to be determined)	**Town(s):**	
TOTAL (USD):	US$7,941,589		

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Programme Description

This programme has been jointly developed by the United Nations and the Iraqi Independent High Electoral Commission (IHEC) to support the IHEC in its continued institutional development as a sustainable institution within the government structure of Iraq, carrying out its constitutional mandate independently, efficiently, transparently and accountably, in line with professional standards.

The programme objectives are based on the results of a mid-tem review of the current Institutional Development Support to the IHEC initiative (G11-23) which took place in March 2012 and the Elections Needs Assessment Mission from the UN Electoral Assistance Division of DPA which took place from 20th November to 2nd December 2012. It is also based on discussions with the senior management of the UNAMI led International Electoral Assistance Team (IEAT) and with discussions held with the current Board of Commissioners. The suggested outputs set out in the project document, as well as the corresponding activities, also take into account the work accomplished to date with IHEC. Finally, it takes on board recommendations from the current international advisors working closely with the IHEC on a day-to-day basis, and lessons learned from recent electoral events. These objectives aim to address significant gaps in the following areas:

1.   Institutional framework and organisational capacity of the IHEC as Iraq's permanent electoral institution, established under the constitution;
2.   Human resource capacity of the IHEC (staff skills, knowledge and resources) at both central and governorate office levels;
3.   Technological capacity to manage electoral processes in a sustainable manner.

The programme will be implemented through strong partnerships between the IHEC and the various UN entities mandated and experienced in the sector of electoral support to Iraq. The successful implementation of programme activities is expected to contribute significantly to the achievement of outcomes prioritised in the UN Development Assistance Framework 2011-2014.

Line Ministry / Authority Responsible:	Programme Duration:
IHEC	Total duration (in months): 15 months Expected Start date[1]: 18 October 2013 Expected End date: 31 December 2014

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

Review & Approval Dates	
Line Ministry/ National Authority Endorsement Date:	10 June 2013
PCN Approval Date:	16 June 2013
PWG/ Sub-PWG Review Date:	19 September 2013
Steering Committee Approval Date:	14 October 2013

Signatures of Participating UN Organizations and Steering Committee Chairs

I.	Name of Representative	Adam Abdelmoula
	Signature	
	Name of UN Organization	UNDP
	Date	

II.	Name of Representative	Jim Pansegrouw
	Signature	
	Name of UN Organisation	UNOPS
	Date	

III.	Name of Steering Committee Chair (UN)	Jacqueline Badcock
	Signature	
	Date	DSRSG/RC/HC

IV.	Name of Steering Committee Chair (GOI)	Thamir Ghadban
	Signature	
	Date	Prime Minister's Advisory Commission

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;

Millennium Development Goals (MDGs):
MDG 3 :Promote Gender Equality and Empower Women
MDG 8 :Develop a Global Partnership for Development)

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

Total Project Budget (in US $): 7,941,589

Participating UN Organization	Iraq UNDAF Fund (US $)	GOI Funds (US $)	Participating UN Organization Funds (US $)	
			Core Funds	Non –core
UNDP	1,095,458	0	0	3,068,431
UNOPS	1,038,592	0	0	2,739,108
Total Budget (US $)	**2,134,050**	0	0	**5,807,539**

Executive Summary

The programme objectives are based on the results of a mid-tem review of the current Institutional Development Support to the IHEC initiative (G11-23) which took place in March 2012 and the Elections Needs Assessment Mission from the UN Electoral Assistance Division of DPA which took place from 20th November to 2nd December 2012. It is also based on discussions with the senior management of the UNAMI led International Electoral Assistance Team (IEAT) and on discussions held with the current Board of Commissioners.

Based on Security Council Resolution (SCR) 1770, extended through SCR 1830, 1883 and 1936, the United Nations Assistance Mission for Iraq with the assistance of the UN Country Team (UNCT) Iraq and with significant funding received from various international donors through the UNDG Iraq Trust Fund (ITF), has provided support to the IHEC on three different levels since 2004: (i) operational support for electoral events; (ii) capacity development to IHEC infrastructure and staff in various sections and departments; and (iii) civil society engagement in the electoral context (including domestic electoral observation and electoral civic education).

The success of the support provided directly to the IHEC at both National Office and Governorate Electoral Office (GEO) levels has been evaluated through a comprehensive review of its capacity (October/November 2009). While the assessment has confirmed that significant progress has been made in a number of sectors, it also shows that IHEC as an institution has still broad areas requiring improvement in its capacity to implement its constitutional mandate efficiently, transparently and accountably, in line with professional standards. This assessment has been confirmed and further developed by the March 2012 mid-term review and by the November 2012 EAD Needs Assessment Mission.

Also taken into account are the reviews of the April 2013 local elections, the conduct of the March 2010 Council of Representatives (CoR) election. Incorporating lessons learned from two previous UN capacity building projects for the IHEC, this programme aims to ensure a continuation of the UN's support, advice and assistance, to address the need for further institutional development support in the priority areas identified, and to ensure sustainability of outcomes after the programme period.

Specifically, the programme aims to:
  ➢ Strengthen the institutional framework and organisational capacity of the IHEC to effectively conduct electoral processes as Iraq's permanent electoral institution, established under the constitution;

  ➢ Enhance the human resource capacity of the IHEC, by improving staff skills, knowledge and resources at both central and governorate office level, to enable staff to fulfil their functions effectively;

  ➢ Improve the technological capacity of the IHEC to manage electoral processes in a sustainable manner.

These three objectives will be targeted through the achievement of various sub-components defined for each priority area. Specific activities will require further in-depth analysis. They will include providing support in the development and implementation of recommendations for improving existing electoral legislative frameworks, the IHEC's strategic planning capabilities, the IHEC's external relations and outreach capacities, furthering the mainstreaming of gender into its internal functioning and activities, providing an adequate ICT services management and governance framework, developing resilient, sustainable and effective information systems and upgrading its voter registration systems amongst other business critical systems. Substantial investments in ICT infrastructure over the years have resulted in IHEC having complex high-end ICT systems.

These recommendations and six areas of activity, which were identified by the EAD Needs Assessment Mission, will incorporate cross-cutting issues, such as strengthening of national capacities, the promotion of gender equality and disability awareness in all activities and will take into consideration relevant lessons

learned by the IHEC and participating UN offices during the implementation of previous projects within the electoral support sub-sector as well as in other areas of governance. If successfully implemented, this programme will contribute to the achievement of targets set in both the UNDAF 2010-14 and the National Development Plan (NDP) 2010-14, currently being revised for 2013-17.

Responsibilities for specific programme activities have been assigned to the participating UN offices based on their respective mandates, relevant experience and capacity to implement. UNDP and UNOPS will be executing agencies, with UNDP the lead agency. These Agencies will be responsible for implementation of all programme activities according to the workplan, standards and procedures agreed upon with the IHEC and UNAMI, and in line with UNDP and UNOPS financial and administrative policies, rules and procedures for contracting, procurement and recruitment. Both agencies will provide narrative and financial progress and final reports to the Project Board and funding source UNDAF. Based on its mandate extended through SCR 1936, the role of UNAMI will be to maintain technical oversight. Activities will complement capacity building initiatives undertaken by the IHEC, and by other partners (such as IFES).

Technical performance of this programme will be supervised through a joint IHEC-UN management forum: The Project Board, responsible for management of this project. . The Board is comprised of representatives of IHEC, UNDP, UNOPS and UNAMI. The management structure fully integrates all programme partners. Programme partners will thereby together be responsible for monitoring progress and achievements of outputs, reviewing the workplan and endorsing any significant adjustments to this as necessary. Programme results will also be monitored and evaluated according to standard procedures of both executing agencies.

Situation Analysis

UNAMI and the UNCT have supported the Government of Iraq (GoI) through a series of critical processes since the establishment of the Iraq Trust Fund and the Constitutional Referendum held on 15 October 2005 which ratified the proposed permanent Constitution of Iraq including the establishment of a permanent electoral management body. The UNCT and UNAMI provided logistical and administrative expertise to the Independent Electoral Commission of Iraq to ensure adherence to the electoral timetable for the January 2005 elections including the coordinated movement and delivery of 2,800 tons of elections material to 5,243 polling sites in all governorates of Iraq.

Law No. 11/2007 established the permanent electoral management body, the Independent High Electoral Commission (IHEC), thereby replacing the Independent Electoral Commission of Iraq which had been responsible for conducting electoral activities during the transitional period, including the 2005 elections and Constitutional Referendum. UNAMI and the UNCT supported these processes and the establishment of the IHEC, which is the independent institution mandated to conduct elections in Iraq, including the Kurdistan Region. Four rounds of elections have been successfully planned and implemented by IHEC to date. The Governorate Council elections were held on 31 January 2009 in which there were 14,431 candidates, including 3,912 women for 444 seats with a low turnout rate of 51%. The Kurdistan Regional Parliamentary and Presidential elections took place 25 July 2009 with a high turnout of 78.5%. The Iraq parliamentary election of 7 March 2010 had a turnout of 68%, despite security risks. The latest were the Governorate Council Elections held on 20 April 2013 for 447 seats where 8,302 candidates participated of which 2,205 (26%) were women. The voter turnout was 45%. Elections in Ninewa and Anbar governorates were postponed to a later date (set at 20th June at time of writing). The UNCT supported Iraqi NGOs and observer networks, who trained and mobilized national electoral observers, have built a resource pool of more than 50,000 accredited and experienced local observers who are considered a fundamental asset to Iraq and will help to ensure the credibility of future elections. UNCT supported a comprehensive electoral education campaign which reached over 270,000 voters in all districts prior to the Governorate Council and Kurdistan Regional Government elections in 2009. Over 40% of the participants were women and targeted special groups including minorities, internally displaced persons, persons with disabilities, youth and first-time voters. A post-election survey showed that 88% of those who participated in the campaign voted in the governorate elections compared to a national voter turnout of 51%. Similarly, 99% voted in the Kurdish Regional Governorate elections. Opinion Leaders Sessions were conducted where information on

the electoral law and electoral process was shared with approximately 11,000 opinion leaders in 100 sessions.

The order by the Electoral Judicial Panel for a recount of ballots cast in Baghdad Governorate in 2010 led to an extremely successful recount process, which confirmed results and indicated that there were no significant irregularities or occurrences of fraud. This greatly enhanced the credibility of the IHEC in the public eye.

Throughout this time UNAMI and the UNCT were providing institutional building and technical expertise to the IHEC and also supported enhanced media coverage and monitoring of the electoral processes in Iraq. UNAMI and the UNCT has enhanced IHEC capacity in targeted areas of operational and logistics procedures, warehouse management, graphic design, ICT, voter education and information, electoral dispute resolution, security management, electoral procedures, improvement to the voter registry and other training.

UNCT and UNAMI supported the installation of VSATs in all the 20 IHEC Governorate Elections Offices and Head Quarters with internet connection and voice-over-internet protocol to facilitate communication and coordination. As part of this initiative, 50 IHEC staff received training on installation, maintenance/repairs, and communications strategies.

In 2009, dialogue was initiated between the IHEC, the Communications and Media Commission and the Iraqi Media Network on roles and responsibilities in each institution. IHEC developed a media strategy and the capacity of the independent media to report on elections has increased. In 2010, the UNCT, in cooperation with UNAMI and IHEC, trained 120 staff (25% women) on implementing the media strategy and commissioned an external assessment on public outreach, both of which resulted in significant improvement in public outreach for elections. In 2010 and 2011, the IHEC itself organized 78 trainings for its staff in collaboration with the Ministry of Planning, universities and training institutes benefitting 133 female and 533 male and during 2011, the UNCT implemented 57 initiatives to improve IHEC capacity in targeted areas, directly benefiting an additional 150 female and 573 male staff members.

Gains continued to be made in 2012 in relation to inclusive and participatory political processes and efforts for free and fair elections. This included significant progress regarding participation of women and inclusion of persons with disabilities. The 2012 voter registration update period ended 7 January 2013 which resulted in: Consideration made on internal displaced persons (IDPs) in elections with IDP registration for absentee voting totalling 24,924. The Voter Registration Centres received 956,897 individuals and 301,238 registration forms issued. IHEC continued efforts for a permanent voter registry with safeguards and made preparations and promoted operational readiness of the Data Entry Centre for a timely response to the voter registration update. IHEC coordinated IDP data to cross-check and verify earlier data received. IHEC's Public Outreach Department work included a voter registration media campaign, online material targeting youth, public outreach material targeting persons with disabilities, and radio and television voter education and sensitization posts.

The recognition of the IHEC in delivering credible elections and expertise went international in 2011. Two IHEC staff were requested by the UN International Electoral Assistance Team to support the establishment of the electoral commission in Libya. In October 2011 a delegation of seven IHEC Commissioners and Director Generals supported Tunisia's first democratic elections through the processes of polling, counting and tabulation of results as agreed with, and supported by, the Iraqi Ministry of Foreign Affairs.

The UNCT support has evolved alongside the Independent Electoral Commission of Iraq and IHEC from providing direct operational assistance in 2004-5, through initiation of a capacity development programme in 2007 during a non-operational cycle, to providing targeted support to the remaining areas requiring institutional development, and specific targeted advisory support where needed. This represents a transformation from an operations based approach to an integrated programme approach, focused on overall institutional development and harnessing the benefits of strategic partnerships.

In most recent days, Iraq has been witnessing a level of political instability and unrest related to lack of trust between various political actors as well as the government. There have been strong calls for early

elections as a way out of this situation. IHEC's role will continue to be very critical in terms of its credibility, independence and technical ability to run such elections in a very contested political surroundings. It is therefore crucial for the international community to continue its support at political and technical level to IHEC and maintain close partnership with the institution that will be facing heavy political pressure from various influential groups.

3. Project context and its relevance to NDP (2010-14) and UNDAF, including Cross-Cutting Themes, and UN Organization Experience including any Lessons Learned

Background/context:

Pursuant to provisions of Article 61, Item 3 of Article 73 and Article 102 of the Constitution, Law No. 11 (2007) on the Independent High Electoral Commission establishes the IHEC as "a professional, governmental, independent, neutral and autonomous body, subject to the supervision of the Council of Representatives". With this law, the transitional electoral commission in place since 2004 was replaced by the IHEC as Iraq's permanent electoral commission. Law No. 11 grants the IHEC all authorities to conduct elections, including:

(i)   Promulgating rules, regulations and procedures for federal, regional and local elections and referenda throughout Iraq
(ii)   Conducting and overseeing all elections and referenda in all provinces which are not organised into regions
(iii)   Supervising any regional electoral body which conducts regional and local elections in the respective region.

Responding to the Iraq National Development Plan (NDP)
The proposed package of initiatives that are described in this project document represent a direct response to the priorities highlighted in Chapter 12 of the NDP (2010-2014) entitled 'Good Governance'. In that Chapter, specific reference is made to the eight principles of Good Governance which the Government intends to apply, namely: rule of law, participation, transparency, responsiveness, the collective view, fairness and inclusiveness, effectiveness and efficiency and accountability.

Responding to the Millenium Development Goals
These initiatives particularly respond to MDG3 (Promote Gender Equality and Empower Women) and MDG8 (Develop a Global Partnership for Development)

Responding to the priorities of the UNDAF and the UNDP Country Programme
The project complements the aims of the 2011-2014 United Nations Development Assistance Framework (UNDAF), which was written in consultation with GoI. Specifically, the project contributes to UNDAF Priority area 1: Improved governance, including the protection of human rights:

Outcome 1.1: The Iraqi state has a more inclusive and participatory political process reflecting improved national dialogue.

Outcome 1.2: The Iraqi state has more efficient, accountable and participatory governance at national and sub national levels

It also complements the aims of the UNDP Country Programme, namely:

Outcome 3. Strengthened regulatory frameworks, institutions and processes in place for accountable, transparent and participatory governance at national and local levels.

It also aligns with the following UNDP Country Programme Action Plan Outputs:

Outcome 1. GoI and civil society have strengthened participatory mechanisms in place for electoral processes, national dialogue and reconciliation.

Outcome 3. Strengthened regulatory frameworks, institutions and processes in place for accountable, transparent and participatory governance at national and local levels.

Past Experience

The responsibility for specific programme activities has been assigned to the participating UN offices based on their respective mandates, relevant experience and capacity to implement.

UNDP

UNDP has been actively engaged in Iraq since 1976, with a broad portfolio covering sectors of Recovery and Crisis Prevention, Poverty Reduction and MDGs, Democratic Governance, and Environment and Energy.

As the lead agency of the UNCT Governance Sector, UNDP is currently managing 20 projects in the areas of constitutional processes, elections, public sector and public administration reform, aid management and coordination, independent media development, and strengthening accountable and responsive governing institutions. Projects include support to institutional development for a number of government bodies of central and local governance, such as parliamentary development, the Ministry of Planning and the Supreme Board of Audit, amongst others.

UNDP is the specialized UN agency for elections, working under the global mandate and agreed memorandum of understanding with UN EAD. In the area of electoral support, UNDP has been extensively involved in providing technical support and assistance to the IECI/IHEC since its establishment in 2004. In line with the policy to achieve a balance between supporting event-specific election assistance and promoting sustainable electoral systems and processes, this has included ongoing provision of technical expertise to the development of the IHEC and in support of its immediate electoral operational activities. Current projects include provision of technical assistance through international electoral experts, capacity building support for the IHEC and promotion of enhanced media coverage and monitoring of electoral processes.

UNOPS

UNOPS began operations in Iraq in the late 1990s and the structure of its current Iraq Operations Centre (IQOC) was established in 2003. The total budget value of UNOPS operations in Iraq since 2004 exceeds USD 216 million. In the implementation of this project portfolio, UNOPS has partnered with multiple stakeholders, including more than 150 Iraqi NGOs, many of which have also received significant capacity building support.

UNOPS current project portfolio includes 22 active projects with an annual budget in 2009 of USD 52 million. IQOC has three technical project implementation units in Baghdad, Basra, and Erbil.

UNOPS currently has six active projects within the UNCT 'Governance' sector. These are in the areas of electoral support, the constitutional review process, human rights and assistance to the Secretariat of the International Compact with Iraq and to UNAMI.

UNOPS is mandated to provide project management services to the UN, international financial institutions, bilateral donors, non-private and non-profit entities, and governments. In the area of electoral support, UNOPS has also been extensively involved in providing support to the IECI/IHEC since its establishment with ITF funding, including projects which have targeted Iraq-wide logistics and security support to the

2005 elections, communications support to the IHEC National Office and GEOs, promotion of the participation of women and youth in electoral processes, partnership with Iraqi CSOs and election observation groups as well as support to civic education on electoral issues. Current projects include institutional development for the IHEC and mobilization of national electoral observer networks for electoral events in Iraq.

UNAMI Office of Electoral Assistance

Under UN-SCR 1770 of 10 August 2007 (extended by SCR 1830, 1883 and 1936), UNAMI has the mandate to strengthen Iraq's electoral processes by providing assistance, support and advice to the Iraqi Government and the IHEC.

The UNAMI Electoral EAO is a team of electoral experts, which implements UN and UNEAD policy on electoral assistance under the leadership of UNAMI. UNEAD has complied strictly to the Note of Guidance on electoral assistance, established by the Department of Political Affairs of the UN Secretariat which stipulates that "In the case of countries in which there is a residing SRSG, the Special Representative is responsible for overall political coordination", with the Electoral Assistance Division responsible for providing "technical support to the focal point [UNDPA] in carrying out his functions".

The UNAMI EAO has worked directly with the IECI/IHEC since 2004 providing significant assistance to its institutional development and the implementation of electoral events. UNAMI Electoral EAO has a permanent and high-calibre presence in Baghdad and daily contact with the IHEC. It works to provide advice and support to the IHEC on an ongoing basis and provide recommendations to the IHEC on international recommended practices for electoral administration. UNAMI also heads the UN Integrated Electoral Assistance Team (IEAT), a joint platform for UN electoral assistance to the IHEC and to all electoral processes in Iraq, which includes UNDP and UNOPS. The UNAMI UN Chief Electoral Adviser serves as UN system Chief Technical Adviser and Head of the IEAT.

The Proposed Project and how it addresses Crosscutting Themes

a)   *Strengthening National Capacities*

At the centre of all UN support is the notion of strengthening national capacities in order to achieve full impact and sustainability of the activities. This initiative will at all times aim to transfer knowledge to the national counterparts and also institutionalise that knowledge so that there is institutional memory remaining after the end of the intervention. Even when an output will address the need of establishing a specific product – such as a new Strategic Plan – it is the process behind the establishment of the product that must be captured and retained at an institutional level so that next time the local counterparts will be able to proceed with external support.

b)   *Human Rights*

By aiming to enhance electoral processes in Iraq, this programme directly promotes Article 21 of the Universal Declaration of Human Rights, which states:
➢   Everyone has the right to take part in the government of his country, directly or through freely chosen representatives.
➢   Everyone has the right of equal access to public service in his country.
➢   The will of the people shall be the basis of the authority of government; this will shall be expressed in periodic and genuine elections which shall be by universal and equal suffrage and shall be held by secret vote or by equivalent free voting procedures.

Given the role of the IHEC with respect to the administration and management of electoral processes in

Iraq, the benefits to the Iraqi public in ensuring that elections are conducted in an open and transparent manner are clear. The institutional development support that the IHEC will receive will enable it to fulfil its mandate in a more effective manner and thus help ensure that all Iraqi citizens can participate fully in forthcoming electoral processes. This will also hopefully encourage all Iraqi citizens, including the more disadvantaged and marginalized, to take part actively in electoral processes and thus ensure the full exercise of their democratic rights and the establishment of Rule of Law which will as a result aid the promotion of human rights.

Additionally, the programme contains a component which assesses appropriate inclusion of IDPs and returnees in electoral processes (Output 1.3) for future elections, including analysis of IDP data and turnout figures, review of how IDP/returnee data can best be captured and managed in the voter registry, and evaluation of public information messages for IDPs.

c) Women's empowerment and Gender equality

Women's empowerment and Gender issues have been tackled directly through the inclusion of a specific output in the initiative and has been mainstreamed throughout the programme and will be incorporated into all activities. Women's empowerment and Gender equality principles will be considered in all recommendations to the IHEC on policy and processes. Gender considerations will be particularly relevant in the area of human resources management, included under Output 1.2 'Improved institutional management structures and practices', whereby the IHEC recruitment and staffing policy must at minimum be in line with the gender-relevant provisions for public servants in Iraq.

Also supporting IHEC's gender mainstreaming work is the inter-agency Gender Elections Task Force (GETF) comprising UNAMI (including its Gender Adviser and its Public Information Office), UNDP and UNWOMEN. This GETF has already guided IHEC on some strategic decisions linked to gender based outreach but the new project will seek to reinforce the coordination of the GETF and systematise its mode of functioning so that it provides optimal strategic and policy guidance under this initiative.

This aside, it is expected that both men and women will benefit from the proposed programme activities. Although, the selection of the participants in capacity building activities is the responsibility of the IHEC and will be carried out based on the needs identified by the IHEC, earlier phases of the programme have promoted the participation of women in agreed capacity-building activities, appropriate to the defined target group. In this manner, the programme will be able indirectly to contribute to the achievement of MDG3 'promote gender equality and empower women'. This aside, all UN supported activities will demand a 30% minimal quota for women participation without which the activity in question will not be supported by the UN.

In the broader context of access to electoral processes, the programme's institutional development activities aim to enhance awareness of how to ensure all target groups, including women, have equitable access to electoral processes and how to promote full participation. Promoting women's access is a specific component of IHEC's public outreach for electoral events and this will be assessed in the programme as part of the planned review of an IHEC public outreach campaign. Additionally, results of a survey on women's access to electoral information and electoral processes were reviewed and incorporated into the IHEC's public outreach strategy.

Finally, the UNDP Gender Advisor will be consulted to ensure inclusion of gender considerations throughout the implementation of the programme and promotion of gender issues where appropriate. The work of the gender advisor will be fed through the UNDP input to the GETF.

d) Key Environmental Issues

This programme does not entail any significant environmental risks, and environmental concerns do not fall directly within the framework of this programme.

Relatively small implication is on the IHEC's use of green technologies to reduce the carbon footprint.

IHEC operates two data centres at the headquarters in Baghdad and at one at each of the 20 GEOs. Through the use of green technologies such as virtualization, consolidation and smart power management, considerable reduction of carbon emission and use of electricity is foreseen through this project framework. These technologies can also act as pilot for implementation in other projects and programmes.

e) Employment Generation

Employment generation does not fall directly within the framework of this programme, as this programme is focused instead on institutional development support to the IHEC. However, certain short-term consultancies or service provision contracts may take place during the programme's implementation. The programme will aim to utilize Iraqi trainers and service providers wherever possible.

4. Results Framework

Summary of Results Framework:

The Results Framework will provide the hierarchy of results including the UNDAF priority relevant UNDAF priority area outcome and the MDGs, which are linked to the NDP goals.

➢ Outcome 1: Strengthened electoral processes in Iraq

- ✓ Output 1: IHEC has strengthened institutional framework and organizational capacity to effectively conduct electoral processes as Iraq's permanent electoral institution, established under the constitution
- ✓ Output 2: IHEC has improved technological capacity to manage electoral processes in a sustainable manner

Outcome 1: Strengthened electoral processes in Iraq

Output 1: IHEC has strengthened institutional framework and organizational capacity to effectively conduct electoral processes as Iraq's permanent electoral institution, established under the constitution

This addresses the need for coherent functioning of an institution, which provides the framework that enables staff to work at their optimum level and utilize their skills effectively. This includes providing technical assistance for reviewing the legal framework underpinning IHEC's operations and the conducting of electoral events; augmenting IHEC's strategic planning abilities; improving IHEC's outreach abilities and the way it deals with external relations and political parties; and, assist IHEC in improving female representation inside IHEC – particularly at senior levels – and improve its advocacy work for enhancing female participation in electoral events both as candidates and voters.

Output 1.1: An improved Legal Framework for Electoral Processes

The IHEC is a professional, governmental, independent, neutral and autonomous institution, subject to the supervision of the CoR. It performs its work according to article no. 102 of the Iraqi Constitution and Law no. 11 of 2007 on the IHEC. It has all the authorities relevant to electoral events, including ensuring fair and transparent implementation of elections.

As such, the IHEC has a significant responsibility to the government and people of Iraq, to ensure mechanisms are in place to protect the integrity of electoral processes, and hence ensure the trust of all

stakeholders through a transparent process. In order to do this, an electoral commission must have the political autonomy and professionalism necessary to administer a free, fair and competitive election, in which all political parties and candidates, and all eligible voters, can participate equally and fairly, and where election results accurately reflect the will of voters.

While the IHEC Board of Commissioners consists of representatives of the major groups (Shia, Sunni, Kurd, Turkoman) and was selected by a mixed CoR Committee, advised by UNAMI and observed by representatives of the civil society organisations and political blocs, thereby representing a political balance, it has not always been perceived as such by other political actors. It is therefore now of high priority to the IHEC to ensure that processes are sufficiently transparent for political leaders to understand the IHEC's policies and decisions with regard to electoral processes and their implementation, and for the IHEC to ensure it is fully accountable to the bodies to which it is responsible.

This component therefore aims to improve public and political confidence in the IHEC's conduct of electoral processes, by increased transparency and accountability. In this light, the electoral legal framework is key to fostering election integrity by protecting the principles of free, fair and competitive elections. Of particular concern in relation to the recent election is the lack of awareness exhibited by the legislature of how the timing and specific provisions of the electoral legal framework can impact on electoral timelines and quality of an election. Initiatives will therefore be undertaken, in conjunction with the CoR Legal Committee, to review the electoral legal framework, assess its impact on electoral operations, and consider recommendations for further developing a legal framework to support the conduct of future elections. This was highlighted as a priority in the briefing given by the UNAMI SRSG to the UN Security Council on 16 February 2010.

Within the broader electoral legal framework, lies the regulatory framework, developed by the IHEC for specific electoral purposes. Regulations are developed to ensure the fairness of processes and equitable participation, and Codes of Conduct are developed to prevent unethical behaviour. The IHEC Board of Commissioners and legal staff, while possessing legal knowledge and experience, have had limited exposure to best practices in development of regulatory legislation. Initiatives will therefore be undertaken to consider the purpose of and options for electoral regulations. Skills training will also be provided to IHEC staff to develop legal drafting skills for enhancement of the electoral regulatory framework.

Also central to the integrity of an electoral legal framework are the dispute resolution processes. Credible elections depend on corrections of any mistake or unlawful electoral action. Dispute resolution processes must therefore be impartial and based on prevailing law, as well as consistent and technically proficient, to foster trust in these mechanisms. The IHEC complaints process represents a key mechanism for the IHEC to take corrective action and promote trust in IHEC processes. Initiatives will be undertaken to review the complaints process for the recent CoR election, to enhance knowledge of understanding of the need for a transparent and accountable, as well as a consistent and efficient complaints resolution process.

This focus on IHEC internal processes will be complemented by initiatives to review the broader institutional framework for dispute resolution with relevant partners of the Iraqi legislature and judiciary. The recent CoR election highlighted some lack of clarity in roles and responsibilities of the various institutions, and a lack of transparency in government dispute resolution processes. These resolution processes were at times overlapping or even conflicting, presenting a challenge to ensuring the application of rule of law. Efforts will therefore be made to facilitate review of the institutional framework and legislation for dispute resolution by the relevant government bodies, and to enhancing knowledge and understanding of dispute resolution processes. Comparative examples from other countries, including best practices and potential political consequences will be provided.

. Additionally, a review of the IHEC regulations and procedures is recommended to ensure that they are compatible with national laws. It is also important to ensure that IHEC is fully aware of the implications of national laws on their public information processes and outputs and propose reforms to bring them to internationally accepted standards.

As a national statutory body IHEC has an obligation to ensure compliance with Iraq's international treaty obligations. Key documents for consideration include:

- The International Convention on the Elimination of All Forms of Racial Discrimination (CERD), which Iraq ratified in 1970.
- The International Covenant on Civil and Political Rights (ICCPR), which Iraq ratified in 1971.
- The Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW), which Iraq ratified in 1986.
- The United Nations Convention against Corruption (UNCAC), which Iraq ratified in 2008.
- The Convention on the Rights of People with Disabilities (CRPD), which Iraq signed in 2012.

Output 1.2: IHEC has improved strategic planning capacities

In order for IHEC to be a more effective entity, it is important to ensure that it has optimal strategic planning abilities. Strategic planning is a focused effort to produce decisions and actions that shape and guide what IHEC does, how it does it and where it will be in the future. Developing such a capacity will allow IHEC to better cope with longer term electoral cycle activities as well as respond effectively to unforeseen electoral events, such as snap elections. Strategic planning is also a process of examination, objective setting and strategy building. This process is an essential part of the results-driven management that any election administration requires.

UNDP will provide technical assistance and expertise that will support IHEC in building on previous activities to define and activate its Vision Statement, its Mission Statement, a set of ethical or core values it wishes to operate under, a review of its organisational structure and business process management (that will require a SWOT analysis, formulation of objectives and goals, activities and departmental action plans) and identify the required sources to meet each objective and the corresponding activities. Moreover, the structure of IHEC will be further reviewed from a human resources perspective to ensure optimal professionalization of the organisation.

An important aspect of this assistance will be to improve IHEC's ability to monitor its own performance against set benchmarks and indicators or undertake its own needs assessments so that it is able to regularly update its own strategic planning processes and adapt to rapidly evolving situations in a manner which upholds its professionalism.

In order to undertake the above assistance, UNDP will ensure that IHEC has access to top level expertise and international best practices. It will ensure that specialised training sessions will be delivered that examine issues around communication and examine in-house training facilities so that IHEC will gain gradual autonomy in the manner in which it its staff is trained on specific issues.

Output 1.3: IHEC has enhanced external relations capacities

This component will focus on two main aspects: strengthening IHEC's public outreach capabilities and strengthening IHEC's relations with political parties for the sake of dialogue, information and political party monitoring, as well as developing a broader framework of political parties' enhanced participation in the on-going Iraq's democratisation processes. Included in this technical assistance will be specific assistance to the Office of the Spokesperson on strategic communications and media handling.

Although Iraq and IHEC have made important gains in terms of electoral maturity, especially over the last 6 years, IHEC still needs to progress along the path of systematic interaction with other electoral stakeholders and the general public. As per the results of the IHEC perception survey undertaken during the second half of 2012 there are still too many Iraqis who are unaware of IHEC's work and of the importance in getting involved in electoral events, particularly women, youth, minorities, IDPs or the disabled. Stronger IHEC outreach would generate more awareness and – over time - greater confidence

from the public regarding how electoral events are being conducted.

The purpose of the public outreach dimension is therefore to enhance IHEC's ability to inform Iraqi citizens in the exercise of their rights to a secret vote and access to timely and accurate civic education and voter information on the electoral process; promote Iraqi citizens' knowledge and understanding of the electoral process and their role in it; systematic and regularly engage Iraqi citizens, particularly first-time voters and vulnerable communities, with the electoral process; promote community-based, creative, and innovative solutions to current obstacles to universal voter participation; assist IHEC analyse feedback on current obstacles to voter participation; and build strategic partnerships between the IHEC and Iraqi civil society in order to disseminate civic and voter information. This will also include an evaluation of the civic and voter information campaign for each electoral event, in order to fine tune IHEC internal civic and voter education policies and strategies. Training will be provided to enhance message development, and on how to facilitate briefings and seminars to impart voter information at local level. Assessments will also be made of call centre services and GEO helpdesks, to analyse speed of response and scope and correctness of information provided to voters. The involvement of the Gender Equality Task Force will also be solicited to ensure adequate outreach to the female electorate.

In terms of interaction with political parties, IHEC needs to have a strategic framework in place that will render its dealings with political parties as predictable, transparent and fair as possible. There will also be need for an enabling political parties law to govern this aspect. UNDP will support IHEC in developing this framework as well as the institutionalisation of thematic dialogue sessions and staff development trainings on political entities. IHEC will also receive training, guidance and recommendations that it will pass onto political entities in the area of campaign financing. UNDP will further support the IHEC in lobbying for the enactment of a political parties law.

Output 1.4: IHEC has stronger female representation in the organisation and is able to advocate effectively for the participation of women in electoral exercises

IHEC has been paying greater attention on issues of better access by underrepresented groups to the electoral process, including the establishment of a Gender Working Group at the IHEC (a unique entity in the region), active promotion of the rights of persons with disabilities, the targeting of specific groups in public outreach, and voter education programmes, all with technical support from UN advisors. For the April 2013 elections 42% of the electorate were women and 26.4% of the members of the provincial councils are women. However, it appears that these early efforts are not yet sufficient and renewed efforts through the GETF will be encouraged under this initiative.

The gender mainstreaming of IHEC's work and of IHEC itself is becoming a pressing matter. When examining IHEC's staff structures it is clear that there is a general under-representation of women in the organisation, particularly at senior levels which is symptomatic across the whole of Iraq's civil service. Supporting IHEC in rethinking its recruitment and HR policies will be an important dimension of UNDP's support under this initiative, particularly in guaranteeing adequate representation of women in policy shaping and executive functions at all administrative and geographic levels. It is very difficult to reason that an entity responsible for ensuring free and fair elections for all Iraqis continues to function with such a gender imbalance. Even the possibility of ensuring staff quotas to ensure adequate female representation up to senior levels should be supported with the introduction of quotas if required.

In terms of IHEC's activities and the need to gender mainstream those, the emphasis will be on supporting activities that promote cross-departmental mechanisms to ensure the incorporation of gender-sensitive approaches across all activities. In this context the Project will support the development and adoption of a Gender Policy.

Output 2: IHEC has improved technological capacity to manage electoral processes in a sustainable manner

UNOPS will support IHEC to focus on the governance and management capacity of ICT at the IHEC with the aim of improving, sustainable, IT service management by adopting and implementing international standards and frameworks such as the IT Infrastructure Library (ITIL), Control Objectives for IT (COBIT) and ISO27001 Code of reference for Information Systems security. . These are essential for ensuring the efficient, accurate, transparent and accountable management of technical electoral and organizational processes in Iraq.

The improvement of existing systems as well as the introduction of appropriate technological advances to electoral and managerial systems will also promote longer term sustainability of the technological infrastructure of the IHEC in the future.

A critical area of work would be the development and implementation of a IT Service Continuity plan, which contributes towards IHEC's posture towards business continuity/resilience management. In a highly turbulent security environment, such planning is critical for IHEC to face and recover from an incident.

During recent electoral cycles, a number of problems were noted with regards to technical management, including specific technological aspects, of electoral processes. These led to both delays in completion of election processes, as well as concerns over the quality of data. While much effort has been made to ensure adequate systems are in place to create voter lists and therefore facilitate election results, there has not been a comprehensive action plan to address the vulnerabilities identified by the assessment missions. A strong culture of managing existing services, systems and infrastructure needs to be put in place with a strong focus on oversight and governance. This includes electronic messaging (email) and telephony. In this day and age, IHEC lacks a reliable email system with most staff using free email services such as Yahoo and Gmail, which can cause data leakage and risk to IHEC security posture. UNOPS advisors will be assigned to help IHEC switch from the culture of ad-hoc solutions into a more professional, secure, durable and effective one.

Output 2.1: IHEC has enhanced IT infrastructure and know-how to more effectively support electoral events

This component aims to promote discussion and understanding of possible options, which can be applied to improve technical election policies and processes, to assist the IHEC in determining the most viable and appropriate solutions in the Iraqi context for the longer term, and to provide support in applying recommended measures for improvement. Throughout, consideration will be given to the potential role of GEOs. This is particularly important in light of potential district and sub-district elections, where servicing up to 500 constituencies will present the necessity for enhanced accuracy and efficiency in electoral processes.

It will, however, take time to consider the various options in order to determine the optimal strategy. Activities will include exploring examples of relevant voter registration processes through case studies presented in discussion forums, assessment of possible operational policies and development of
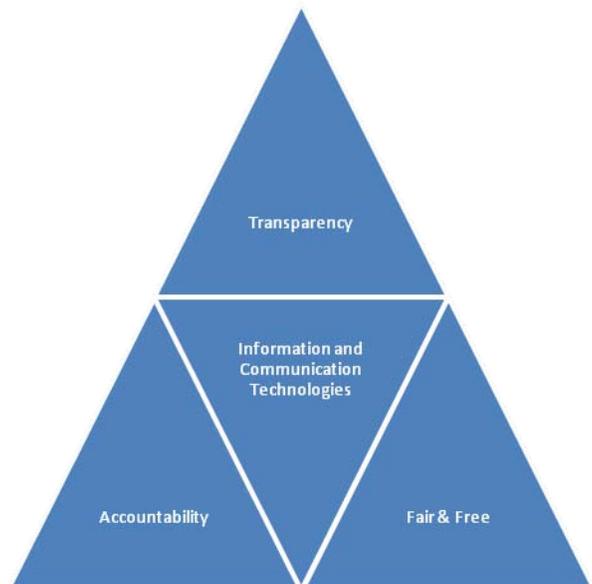
appropriate policies and processes. This will be supplemented by an assessment of the technological infrastructure and introduction of feasible solutions in the Iraqi context as necessary.

Initiatives will also be undertaken to assess and improve processes for management of political entity and candidate data, at both National Office and GEO level, in order to ensure accountability and increase efficiency to respond to the increased volume for district and sub-district elections.

The above inputs will be supplemented by the organisation of lessons learned activities following electoral events to review electoral management and practices and develop recommendations for future electoral events, as well as providing opportunities to learn about international best practices and alternative methodologies, through examination of case studies and analysis of comparative examples.

Throughout this, the role of other Iraqi bodies of the legislature and government executive, who are involved in providing direct support to the implementation of electoral processes, will be taken into consideration. Efforts will be made to encourage greater coordination with relevant partners and in exchanging technical opinions. This includes in the areas of election security, provision of polling staff and polling locations, data required to develop voter lists, candidate vetting and on development of sustainable voter registration processes.

This output component will be implemented by UNOPS. UNDP will take the lead on aspects relating to policy development and IHEC civic and voter education strategies, and UNOPS will be responsible for development of the IT systems and any required training. There will be particularly close cooperation with UNAMI in engagement with other Iraqi institutional partners in design and implementation of activities.

Output 2.2: IHEC has enhanced voter registration capacities

A key area of focus of IT support will be voter registration and management of the voter register data. While it is recognized that the voter register is much improved in recent years, basing this on the Public Distribution System (PDS), as the best existing source of data available at the time, continues to present the IHEC with challenges in preparing a credible voter list for electoral events in the longer term. The IHEC's recommendation to establish a voter register and data collection processes independent of the PDS remains a primary priority, in order to facilitate accurate management of voter data and the creation of voter lists for elections.

Areas identified for support are:

Technology for voter registration, to facilitate longer term solutions in the accurate management of voter data and creation of voter lists. Technology needs will be determined in conjunction with operational policies for the capture and maintenance of voter data, and other government policies involving population data. Research may be undertaken into options for consolidation of results at a regional level. The technical focus areas will include:

➢ Geographic information systems (GIS) for mapping constituency and geographic data, for accurately assigning voters to geographic polling locations, and improving logistic and security operations.
➢ Technology to improve the quality and reliability of voter information, including sex disaggregated information.
➢ Provide advice to IHEC on the establishment of a professional call centre using industry best practices and technical infrastructure architecture and ensuring balanced gender representation.

Additional support will incorporate, as required:

➢ Assessment of existing systems, and assessment of available technological options and their appropriateness for sustainable IHEC management of processes

- ➢ Improvement to existing systems, or introduction of new systems to enhance efficiency

- ➢ Procurement and installation of new technology to address specific gaps as may be identified by focused assessments.

- ➢ Provision of on the job training of IHEC staff on the usage and maintenance of systems improvements.

A priority focus of this output is also area of information technology and communications. Following completion of the UNOPS project Provision of Communication Support and Technical Assistance to the IHEC at the HQ and Governorate Electoral Office levels, a joint communications assessment was conducted by UNOPS, UNAMI and the IHEC. This identified the need for a further streamlining and redesigning of certain components of the IHECs communication systems in order to ensure their effective functioning, plan for a potential increase in requirements for forthcoming major electoral events, and improve staff capacity to maintain these systems at both HQ and GEO level. In the recent election, UNOPS assisted IHEC in establishing a video conference network between the HQ and the GEOs over public Internet, which helped IHEC management substantially in election operations coordination. Additionally, the assessment identified the need to establish a solid disaster recovery plan given the location of critical equipment and systems at IHEC HQ, and the paramount importance to ensure business continuity under all circumstances. With ICT central to the IHEC's infrastructure, and key to operational communications between HQ and the governorate offices, these needs will be addressed through communications contracts, training and advisory support.

The project aims at developing a highly resilient IHEC virtual private network (VPN) using public Internet and commonly used security technologies. This will ensure the sustainability of such an intervention, while providing much needed communication and coordination capability to the election administration activities.

Table 1: Results Framework

Project Title	Continuation of Institutional Development Support to the IHEC
UNDAF Priority Area	Priority 1: Improved governance, including protection of human rights
Relevant MDG(s)	MDG 3: Promote gender equality and empower women 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: Outcome 1.1: The Iraqi state has a more inclusive and participatory political process reflecting improved national dialogue.

Outputs	UN Agency	Partner	Indicators	Baseline	Target	Source of Data
Output 1: IHEC has strengthened institutional framework and organizational capacity to effectively conduct electoral processes as Iraq's permanent electoral institution, established under the constitution	UNDP	IHEC	1.1.1 Electoral legal framework reviewed in cooperation in support to UNAMI with the CoR Legal Committee	No	Yes	Applicable laws and regulations; Review
			1.1.2 IHEC complaints process reviewed in support to UNAMI	No	Yes	Review
			1.1.3 Institutional framework for dispute resolution reviewed in support to UNAMI cooperation with CoR Legal Committee, AJC, EJP	No	Yes	Applicable laws and regulations; Capacity building activity reports
			1.2.1. Detailed Guidance note and recommendations for a new strategic plan for IHEC submitted, with special focus on women's empowerment and gender equality measures	No	Yes	Project reports; guidance note
			1.2.2. Organisational capacity and structural review undertaken paying special attention to women's empowerment and gender equality	No	Yes	Project reports; structural review
			1.2.3 Specialised training modules developed for public speaking, strategic media management and strategic communications submitted and accepted	No	Yes	Project reviews; training modules
			1.3.1. Guidance and recommendations for an IHEC external relations strategy submitted, paying special attention to measures to include women and other marginalised groups	No	Yes	Project reports; strategy
			1.3.2. Staff development training on political entities delivered targeting a minimum 30% women	0	10	Project and training reports

			1.3.3. Recommendations for establishing a Political Entities resource centre submitted	No	Yes	Project reports; recommendations
			1.4.1. Recommendations for affirmative recruitment policy to ensure adequate representation of women in IHEC submitted.	No	Yes	Project reports; recommendations
			1.4.2. Promotional activities to assure incorporation of gender in all electoral activities conducted.	No	2	Project reports
			1.4.3. Women friendly and women specific campaign strategies developed.	No	2	Project reports; strategies
			1.4.4 Seminar to discuss regional experiences in women participation in the electoral process conducted	No	1	Project reports; Seminar report

Outputs	UN Agency	Partner	Indicators	Baseline	Indicator	Source of Data
Output 2: IHEC has improved technological capacity to manage electoral processes in a sustainable manner	UNOPS	IHEC	2.1.1. Assistance to the IHEC in the development of an ICT strategy and technological roadmap provided that is gender sensitive	No	Yes	Project reports; ICT recommendations
			2.1.2 Specific trainings delivered to IHEC in the area of specific technologies and database, especially on-the-job knowledge transfer and mentoring/coaching (minimum 30% female participation).	0	4	Project reports; training reports
			2.1.3. Detailed guidance note on appropriate technological options for voter registration	No	Yes	Project reports; guidance note
			2.1.4 Voter registration with Subject Matter Experts and thought leaders organised to allow IHEC to gain insights in its own registration processes and roadmap for the future that allows for sex disaggregated data	0	1	Project reports; seminar report

5. Management and Coordination Arrangements[2]

5.1. Project structure

Project Organisation Structure

Project Board

Senior Beneficiary IHEC BoC	Executive UNDP/UNOPS	Senior Supplier UNAMI CEA, Donor Representative

Participatory Governance sub-Cluster Coordinator

UNDP and UNOPS Project Management Team

Project Support
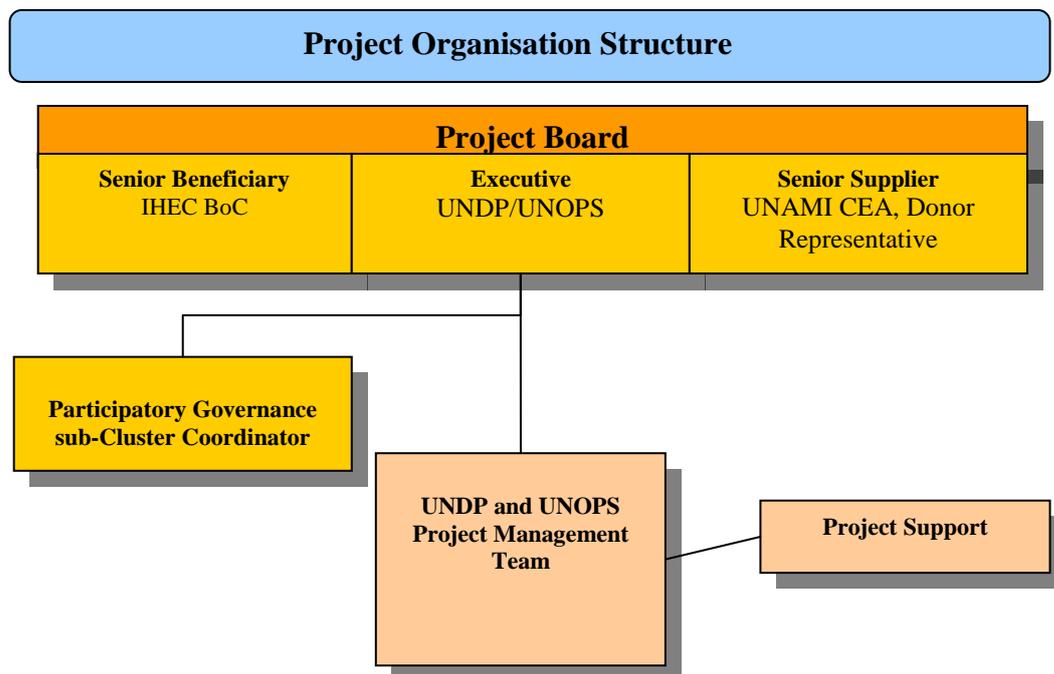
5.2.   Project Board

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

The membership of the project board will include a representative(s) of the main beneficiaries as the 'senior beneficiary' (IHEC and UNAMI CEA), a donor representative, and UNDP/UNOPS as the Executive. The Board will give guidance to the Project Managers. Project assurance on behalf of the project board will be the responsibility of the UNDP-Iraq Participatory Governance Coordinator. Backstopping support to the board will be provided by three national project associates. If deemed advisable, a Steering Committee will be established that will include all donors and stakeholders working on initiatives that relate to this one.

5.3   Project Management

The programme will be implemented as part of the portfolio of support, advice and assistance activities extended to the IHEC by the UN Integrated Electoral Assistance Team (IEAT). The IEAT is headed by the Chief Electoral Advisor (CTA) of the UNAMI Electoral AO. Various UN agencies, offices and programmes are members of the IEAT. These are currently UNDP and UNOPS. UN Women also participate in the IEAT as co-chair of the Gender Elections TF.

UNDP and UNOPS will be the executing agencies, and therefore responsible for the implementation of all programme activities according to the workplan, standards and procedures

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[2] In case of a Joint Programme, this section does not substitute for the UN Organization-specific arrangements required by respective internal policies.

agreed upon with the IHEC and UNAMI, and in line with UNDP and UNOPS financial and administrative policies, rules and procedures for contracting, procurement and recruitment. Both agencies will provide narrative and financial progress and final reports to the funding source UNDAF TF as per the Memorandum of Understanding signed with the UNDG's Administrative Agent for the UNDAF TF.

Based on their respective mandates, UNDP will implement those activities that focus on the managerial and institutional development of the IHEC, and UNOPS will be responsible for activities that mainly require procurement, contracting and recruitment services. As the lead agency, UNDP will undertake overall coordination of the programme, under the technical oversight and leadership of the UNAMI CTA.

While not an implementing agency, the role of UNAMI, based on its mandate extended through SCR 1936, is to coordinate and provide overall technical oversight of all UN electoral support activities in Iraq. UNAMI will therefore to provide leadership to the work of agencies in the field of elections, to maintain technical oversight of the programme and provide detailed technical input through its advisors. This is in line with the NAM recommendations and will include management of the balance in focus between institutional development and operational activities arising from the constantly evolving electoral calendar.

Where necessary, external consultants and specialists will be contracted for specific targeted activities. Private contractors or NGOs may also be contracted to provide specified services and implement components of the programme. These will work closely with the implementing agencies, UNAMI and the IHEC as necessary, in fulfilling responsibilities. They will be selected in accordance with applicable UN rules and procedures, and in consultation with the UN-IHEC Programme Board (outlined below).

The overall performance of this programme will be supervised through a joint IHEC-UN management forum: Project Board, within its established terms of reference. (See Annex E for terms of reference and diagram of management structure).

The Programme will be comprised of four IHEC Commissioners, two Director Generals and three UN staff: the UNDP Programme Coordinator, UNOPS Electoral Programme Manager and the UNAMI CEA. This Board will responsible for overall monitoring of progress and for policy guidance and relevant policy decisions as required. It will meet a minimum of three times a year and will approve any changes to the workplan as necessary. It is also responsible for agreeing any significant programme adjustments if necessary. Should such revisions be agreed upon, UNDP and UNOPS will undertake the necessary revisions in the workplan, after obtaining the appropriate approvals from their respective managements and the funding source.

In addition, the Project Board will develop individual activities, and plan and agree their implementation modalities. The Project Board will be responsible for the monitoring of progress and achievements of individual outputs, the completion of quarterly progress report as agreed, and technical monitoring and evaluation of activities, including review of activity reports and evaluations. It is the function of the Programme Board also to ensure proper consultation with other IHEC senior management and working level staff in the design of the workplan.

It is intended that the Programme Board will also provide a forum for discussion with other partners working on a day to day basis with the IHEC on institutional development, such as IFES, who will be invited to attend quarterly planning meetings and other meetings as relevant. The UN team will formalize agreed coordination mechanisms and relative roles and responsibilities in implementation of the programme.

Annex B to this document provides an initial workplan of planned activities and implementation responsibilities. This will be regularly reviewed and updated as relevant, according to new capacity assessments, election lessons learned and the electoral calendar, during the programme period. In addition, programme results will be monitored and evaluated according to the standard procedures of both executing agencies.

On a day-to-day basis, UN agency presence in Baghdad, through the IEAT, ensures regular coordination with the IHEC on planning and implementation of activities. In order to promote coordination and regular sharing of up-to-date information between UN agencies, UNDP, UNOPS and UNAMI will actively contribute to and participate in weekly IEAT meetings where results are shared, lessons learned are addressed, activities coordinated, and partners updated on developments. UNDP, UNOPS and UNAMI will include planning and results of programme activities in their updates to the weekly IEAT Weekly Situation Analysis which is also shared with the funding source, donor organisations, the Governance Sector Outcome Team and other stakeholders.

5.4. Project Personnel

In terms of project personnel, this will consist of the following:

UNDP Project Personnel

No	Position Title	International/National	Location
1	Participatory Governance sub-Cluster Coordinator	International FTA	Amman
2	Programme Manager	International FTA	Baghdad
3	Political Entities Advisor	International FTA	Baghdad
4	Procurement Advisor	International FTA	Baghdad
5	Public Outreach Advisor	International FTA	Baghdad
6	Project Officer (1)	National	Erbil
7	Project Office (2)	National	Baghdad
8	Project Associate	National	Baghdad
9	Procurement Associate	National	Erbil

UNDP Substantive Programme Advisors *(NB: IC contracts are consultants)*

No	Position Title	International/National/Contract Type	Location
1	Legal Advisor (National)	IC	Baghdad
2	Out of Country Voting Advisors (2 posts)	IC	Baghdad
3	External Relations Advisor	IC	Baghdad
4	Media and Communications Advisor	IC	Baghdad
5	Gender Advisor (short-term)	IC	Baghdad

UNOPS Programme Personnel

No	Position Title	International/National	Location
1	Electoral Programme Manager UNOPS	International	Baghdad
2	Project Officer	National	Amman
3	Project Assistant	National	Amman
4	Finance Associate (part time)	National	Amman
5	Procurement Associate (part time)	National	Amman
6	HR Associate (part time)	National	Amman

UNOPS Programme Substantive Advisors

No	Position Title	International/National/Contract Type	Location
1	ICT Advisor	International FTA	Baghdad
2	ICT Specialist	National LICA	Baghdad
3	Network Administrator	National LICA	Baghdad
4	Information Security Specialist	National LICA	Baghdad
5	Network Specialist	National LICA	Baghdad
6	Database Specialist	National LICA	Baghdad
7	Database Development Specialist	National LICA	Baghdad
8	Short – mid term consultancies: Voter Registration and possibly few others IT/VR related.	IICA/LICA	Baghdad

Support to the Integrated Electoral Assistance Team

No	Position Title	International/National/Contract Type	Location
1	Security Officer	International (IICA)	Baghdad
2	Security Liaison Officer	National (LICA)	Baghdad
3	Driver/Security Clerk	National (LICA)	Baghdad
	Translators – 4 positions	National (LICA)	Amman
4	Admin Assistant	National (LICA)	Amman
5	Logistics Assistant	National (LICA)	Amman
6	Admin Clerk	National (LICA)	Amman
7	Driver – 2 posts	National (LICA)	Amman

UNDP and UNOPS will engage a number of staff and consultants to support its programme personnel in the delivery of programme activities. These consultants will work closely with the relevant sector(s) of the IHEC, primarily in Baghdad. National consultants will be recruited wherever possible.

5.5   Line ministry counterparts and management role

The IHEC will be the direct national counterpart to the programme as in the previous projects. The working relationship with the IHEC in both previous projects has been very cooperative and productive. This high level of collaboration and teamwork will be further enhanced in implementation of the programme through the joint IHEC-UN management bodies, responsible for oversight of programme planning and monitoring.

The IHEC, together with the executing agencies, will be responsible for determining all activities and delivery methods. These will be agreed by the IHEC, prior to any activity taking place. Additionally, the programme will ensure the inclusion of IHEC and its personnel in the programme's delivery and execution of activities. This will be particularly important for successful implementation. It is hoped that activities will be jointly implemented to as great an extent as possible. Programme activities aim to complement and support IHEC's own capacity building plan, with the IHEC also undertaking its own initiatives.

Leadership and direct involvement of IHEC is not only important in ensuring IHEC ownership, but also necessary in order to jointly determine resource requirements which go beyond the programme period (such as staffing, licences, systems maintenance etc), and which will need to be covered by the IHEC after completion of the programme.

The integrated role of the IHEC in programme management will be guaranteed through the joint IHEC-UN management forums: the Steering Committee for Electoral Support Projects and Programme Board, as described in 6.1 above. The UN partners will enter into an MoU with the IHEC, which stipulates agreed roles and responsibilities, and confirms the agreed management structure.

EAD support and coordination, at headquarters level, within the UN system will continue throughout the delivery of assistance. In order to facilitate this responsibility and to ensure the UN system Focal Point is appropriately informed of UN electoral assistance, the UNDP Country Office, will submit status reports on a quarterly basis to EAD, or more regularly if requested by the Focal Point (as stated in the Revised Note of Guidance on Electoral Assistance, 2010). At the conclusion of the project EAD shall receive a final project report from the Country Director, within three months of the completion of the project. In order to maintain the UN electoral institutional memory other operational documents may also be requested from the project such as operational plans, budgets, timelines, staffing tables, etc. In line with its normal functions as part of the Department of Political Affairs, and to support the Focal Point, EAD may, at any time, (in consultation with the UNCT) conduct a mission to review progress of a programme, assess the political situation.

The UN Focal Point for electoral assistance, through the Electoral Assistance Division of the Department of Political Affairs, should be notified in a timely manner when project revisions or extensions that fall outside the parameters of the original needs assessment are envisioned. After consulting with the UNCT the Focal Point will determine whether a needs assessment is required and, if so, whether to send a needs assessment mission or do a desk review. The Focal Point may also determine that some changes or extensions are not significant enough to warrant a new assessment, in which case the project will simply be amended and implementation will continue. Project extensions of limited duration alone will not trigger a needs assessment.

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 project 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 events are threatened with violence	Operational	Participants are victims of attacks. Reputation of project 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	Unstable political situation in the country	Political	Potential delay in implementing the project activities P=3 P=3	Countermeasure: Ongoing analysis of political situation and compliance with UNDP security guidelines Mgmt Response: Undertake wide stakeholder consultations to understand best way to proceed
3	Remote management and implementation of this project 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. Future relocation of personnel to Iraq 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 appropriate staff cannot be identified for activities.	Operational	Difficulty undertaking activities P = 2 I = 2	Mgmt Response: Adjust the to suit stakeholders while still achieving project outcome.
6	Local partners are interfered with by various political agenda.	Political, Operational	Interference may undermine ability to achieve project outcome. P = 2 I = 2	Countermeasures: Provide avenue for regular stakeholder consultation. Ensure appropriate selection of local partners. Mgmt Response: Undertake political consultations to resolve situation.
7	Barriers to participation of women inside IHEC and lack of gender oriented proposals	Operational	Inability to conduct some or all of the women-only activities P = 1 I = 2	Countermeasures: Ensure adequate consultation with stakeholders to ensure credibility of project and access for women participants. Mgmt Response: Review role of women-only activities in project.

7. Monitoring, Evaluation and Reporting (2 pages)

Reporting will follow the standard Iraq UNDAF Fund rules and procedures: quarterly progress reports will be prepared (fiches), annual progress reports and a Final Report at the end of the programme that will provide final analysis, findings, lessons learned and recommendations. As the coordinating agency, UNDP will consolidate narrative progress and final reports from UNDP and UNOPS, so as to provide a comprehensive account of progress for the entire programme for submission to the Iraq UNDAF Fund Steering Committee and other programme partners.

MECHANISM	DISTRIBUTION	DESCRIPTION	DEADLINE
Quarterly Progress Report (QPR)	Project 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 Project 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 project implementation.	Continuous
Lessons-learned Log	Internal	A project 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 project.	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	Project Board	An Annual Review Report shall be prepared by the Project manager and shared with the Project 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	Project Board	Based on the above report, a Final Report shall be conducted as soon after the conclusion of the project as possible, to assess the performance of the project. This review is driven by the Project 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 Project
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
Project Evaluation	Internal	A project evaluation will be conducted by UNDP, in collaboration with all key stakeholders, during the last year of implementation.	March 2014

Monitoring framework - Quality management for project activity results

Output 1: IHEC has strengthened institutional framework and organizational capacity to effectively conduct electoral processes as Iraq's permanent electoral institution, established under the constitution		
Activity Result 1 (Atlas Activity ID)	Activity 1.1: Support to Electoral Law Review under UNAMI's leadActivity 1.2: Support IHEC Strategic Planning Activity 1.3: Support IHEC External Relations capacities Activity 1.4: Mainstreaming gender	Start Date: 1 OCT 2013 End Date: 31 DEC 2014
Purpose	Have a highly effective and professional electoral management body in place	
Description	Review of electoral legal framework and coaching on drafting IHEC regulations, under UNAMI's lead Review of political party law as pertains to electoral implementation, under UNAMI's lead Review of IHEC's mechanisms for dispute resolution and antifraud mechanisms and provide support for improvement (local consultant required) under UNAMI's lead Review of media and communications legal and regulatory framework and joint seminars for CMC, Ministry of Communication (Erbil and Baghdad) Development of training modules for BoC and training for relevant stakeholders in Right to Information and the development of an RTI policy and procedures Provide guidance and technical advice to the development of IHEC's Strategic Plan Organizational Capacity and Structural Review, including strategic management of relationships among NO, KREO and GEOs as well as with external stakeholders Provide guidance and technical advice on the implementation of a corporate communications strategy Support to the planning and development of in-house training facilities and certification programme for IHEC staff members, including online modules, in electoral skills, public relations, accounting, budget management etc. Support to the development of HR management protocols, recruitment processes and transparent salary scales/allowances etc. Specialised training for the BOC on the roles and functions of the Spokesperson's office Support to restructuring of IHEC to facilitate internal and external communications, including report lines, SOPs, TORs etc. Comprehensive support to IHEC's external outreach capabilities, including with the electorate and political parties Comprehensive support to IHEC in its interaction with political parties and entities through staff development and formal dialogue fora Support to IHEC's efforts to mainstream gender equality inside the organisation Support to IHEC's specific outreach to women inside all its activities		
Quality Method	**Means of Verification**	**Date of Assessment**
Review and recommendations of Electoral Law	Official gazette/ UN Reports	30 OCT 2014
Submission of recommendations for strategic plan	UN reports/IHEC reports	30 JUNE 2014
Submission of recommendation for external relations strategy	UN reports	30 JUN 2014

Output 2: IHEC has improved technological capacity to manage electoral processes in a sustainable manner		
Activity Result 1 (Atlas Activity ID)	Activity 1.1: ICT policy, plan and infrastructure upgrade Activity 1.2: Assessment and plan for implementing voter registration IT	Start Date: 18 OCT 2013 End Date: 31 DEC 2014
Purpose	IHEC has the appropriate technological platform to ensure free and fair elections	
Description	A UN ICT Advisor will work with IHEC to provide advice on the development of an ICT strategic plan and technology roadmap and to support implementation. Advise and support ICT improvements with the emphasis on improved communication and coordination capacity. Streamline and re-engineer existing ICT system with a goal of increased efficiency. Assist with the development of a Business Continuity / Disaster Recovery Plan (DRP) for the		

	IHEC NO and GEOs.
	On the job knowledge transfer to enhance skills in modern networking and IT service management.
	Implementation of IT Service Desk for the delivery of IT services (standard and differentiated).
	Advise on implementation of best practices in Information Security such as ISO 27000 and/or COBIT.
	Targeted specialized training in the use of specific technologies such as Storage Area Networking (SAN), virtualization and consolidation. Contract national consultants to provide support and on the job knowledge transfer to enhance skills in database / software development
	Contract consultant to assess and provide information to the IHEC on appropriate technological options for voter registration, as well as to provide guidance and advice to the IHEC on the design and implementation of selected voter registration option
	Organize a voter registration Seminar/workshop to provide general information on registration and to allow IHEC to gain critical insight into their own registration
	Organize study / research visit(s) to other countries for IHEC to assess options for voter registration systems

Quality Method	Means of Verification	Date of Assessment
IT strategy and plan	IHEC reports/ UN Reports	30 JULY 2014
Specialised training undertaken	UN Reports/training reports	31 DEC 2014
Voter registration seminar accomplished	UN Reports/training reports	31 DEC 2014

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 Plan

Table 2

Work Plan for: Continued

Period Covered by the Work Plan 18 OCTOBER 2013 to 31 DECEMBER 2014

UN Org'specific Annual targets	Key Activities	Time Frame (by activity)					Implementing Partner	Planned Budget (by output activity)	Amount Available
		2013	**2014**						
		Q4	Q1	Q2	Q3	Q4			
Output 1: IHEC has strengthened institutional framework and organizational capacity to effectively conduct electoral processes as Iraq's permanent electoral institution, established under the constitution									
Output 1.1 An improved Legal Framework for Electoral Activities									
UNDP	Under UNAMI's guidance, participate in a review of electoral legal framework and coaching on drafting IHEC regulations (local consultant will be required)		**X**				**IHEC/UNAMI**	**180,000**	**0**
	Under UNAMI's guidance, participate in a joint study visit for IHEC and the CoR Legal Committee in development and review of an electoral legal framework		**X**				**IHEC/UNAMI**	**180,000**	**0**
	Under UNAMI's guidance, participate in a review of political party law as pertains to electoral implementation	**X**	**X**				**IHEC/UNAMI**	**150,000**	**50,000**
	Under UNAMI's guidance, participate in a review of IHEC's mechanisms for dispute resolution and antifraud mechanisms and provide support for improvement (local consultant required	**X**	**X**				**IHEC/UNAMI**	**175,000**	**145,458**
	Undertake a review of media and communications legal and regulatory framework and undertake joint seminars for CMC, Ministry of Communication (Erbil and Baghdad)	**X**	**X**				**IHEC**	**150,000**	**50,000**
	Sub-total							**835,000**	**245,458**

Output 1.2: IHEC has improved strategic planning capacities										
	Provide guidance and technical advice to the development and implementation of IHEC's Strategic Plan.	X	X					IHEC/UNAMI	255,000	155,000
	Undertake an Organizational Capacity and Structural review, which would include strategic management of relationships among NO, KREO and GEOs as well as with external stakeholders.		X		X			IHEC	130,000	30,000
	Sub-total								385,000	185,000
Output 1.3: IHEC has enhanced external relations capacities										
UNDP	Provide on-going advisory services for the development and implementation of IHEC's external relations strategy as a basis for concrete activities.	X	X		X			IHEC/UNAMI	330,000	130,000
	Implement a study visit and/or discussion forum on best practices in working with other electoral stakeholders.	X	X					IHEC	108,431	0
	Implement a series of seminars focusing on GEOs and local external stakeholders – possibly through a sub-grants mechanism.	X	X		X			IHEC	140,000	0
	Advise IHEC in the development of women networks and identification and engagement of different women stakeholders	X	X					IHEC	240,000	140,000
	Organize a joint study mission for IHEC, PEs and relevant Committees in the CoR to EMBs and countries with effective EMB-Political Party relations	X						IHEC	100,000	0
	Sub-total								918,431	355,000
Output 1.4: IHEC has stronger female representation in the organisation and is able to advocate effectively for the participation of women in electoral exercises										
	Support advocacy efforts for affirmative recruitment policy to ensure adequate representation of women in policy shaping and executive functions in IHEC at all administrative and geographic levels Implement comprehensive training activities for IHEC female staff at all levels	X	X					IHEC/GTF	250,000	100,000
	Support activities that promote cross-departmental mechanisms to assure the incorporation of gender-sensitive approaches across all electoral activities (voter registration, public outreach,	X	X		X			IHEC/GTF	220,000	120,000

	and polling)								
	Incorporation of gender-sensitive approaches across all electoral activities	X	X				IHEC/GTF	140,000	40,000
	Develop women friendly and women specific media campaigns and engagement of female civil society and electorate	X	X		X		IHEC/GTF	150,000	50,000
	Undertake a general awareness seminar for men & women covering main worldwide and regional gender issues and regional activities/initiatives to address issues– the importance of women participation (to allow for critical perspective)	X	X		X		IHEC/GTF	170,000	0
	Sub-total							930,000	310,000

Output 2: IHEC has improved technological capacity to manage electoral processes in a sustainable manner

Output 2.1: IHEC has enhanced IT infrastructure and know-how to more effectively support electoral events

UNOPS	Provide advice to IHEC on the development of an ICT strategic plan and technology roadmap and to support implementation.	X	X	X			IHEC	400,000	250,000
	Implement support for ICT development at National Office.	X	X	X	X	X	IHEC	100,000	238,592
	Advise and support ICT improvements with the emphasis on improved communication and coordination capacity.	X	X	X	X	X	IHEC	200,000	150,000
	Streamline and re-engineer existing ICT system with a goal of increased efficiency.	X	X	X	X	X	IHEC	139,108	
	Assist with the development of a Business Continuity / Disaster Recovery Plan (DRP) for the IHEC NO and GEOs.	X	X	X			IHEC	400,000	50,000
	Provide on the job knowledge transfer to enhance skills in modern networking and IT service management	X	X	X	X	X	IHEC	400,000	250,000
	Support the design and implementation of IT Service Desk for the delivery of IT services (standard and differentiated).	X	X	X	X	X	IHEC	200,000	
	Support the design and implementation of a call centre for the dissemination of Election related information	X	X				IHEC	200,000	
	Advise on implementation of best practices in Information Security such as ISO 27000 and/or COBIT.	X	X	X	X	X	IHEC	400,000	100,000
	Implement targeted specialized training in the use of specific technologies such as Storage Area Networking (SAN), virtualization and consolidation.	X	X	X	X	X	IHEC	100,000	
	Sub-total							2,539,108	1,038,592

Output 2.2: IHEC has enhanced voter registration capacities										
UNOPS	Advise IHEC on appropriate technological options for voter registration and provide guidance on the design and implementation of selected voter registration option		X					**IHEC/UNAMI**	**70,000**	
	Organize a voter registration Seminar/workshop to provide general information on registration and allow IHEC to gain critical insight into their own registration	**X**						**IHEC/UNAMI**	**65,000**	
	Organize study / research visit(s) to other countries for IHEC to assess options for voter registration systems	**X**						**IHEC/UNAMI**	**65,000**	
	Sub-total								**200,000**	
	Sub-total								**5,807,539**	**2,134,050**
Total UNDP Budget									**3,068,431**	**1,095,458**
Total UNOPS Budget									**2,739,108**	**1,038,592**
Total Planned Budget									**7,941,589**	**2,134,050**

* The Total Planned Budget by UN Organization should include both programme cost and indirect support cost
  Please insert additional rows as needed

Note: Highlighted cells indicate activities that have funding from the Iraq UNDAF Fund.

1. **Budget: (budgets must be submitted in excel as well)**

Table 3:
PROGRAMME BUDGET (Iraq UNDAF Funds only)

PROGRAMME BUDGET		ESTIMATED UTILIZATION OF RESOURCES (US$)
CATEGORY	AMOUNT (US$)	Year 1
1. Staff and other personnel costs	1,539,822	1,539,822
2. Supplies, commodities, Materials	12,001	12,001
3. Equipment, Vehicles and Furniture including Depreciation	0	0
4. Contractual Services	40,000	40,000
5. Travel	307,644	307,644
6. Transfers and Grants Counterparts	0	0
7. General operating and Other Direct Costs	94,973	94,973
Total Programme Costs	1,994,440	1,994,440
8. Indirect Support Costs	139,610	139,610
TOTAL	2,134,050	2,134,050

* Based on the UNDG Harmonized Financial Reporting to Donors for Joint 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.

UNDP Budget

PROGRAMME BUDGET		ESTIMATED UTILIZATION OF RESOURCES (US$)
CATEGORY	AMOUNT (US$)	Year 1
1. Staff and other personnel costs	818,172	818,172
2. Supplies, commodities, Materials	6,001	6,001
3. Equipment, Vehicles and Furniture including Depreciation	0	0
4. Contractual Services	0	0
5. Travel	150,868	150,868
6. Transfers and Grants Counterparts	0	0
7. General operating and Other Direct Costs	48,752	48,752
Total Programme Costs	1,023,793	1,023,793
8. Indirect Support Costs	71,665	71,665
TOTAL	1,095,458	1,095,458

UNDP Detailed Budget

CATEGORY	ITEM DESCRIPTION	UNIT COST	NUMBER OF UNITS	AMOUNT	Year 1
1. Staff and other personnel cost	**Programme Staff**				
	Participatory Governance Sub-Cluster Coordinator	27,220	6	163,320	163,320
	Programme Manager	26,831	6	160,986	160,986
	Political Entities Advisor	24,237	6	145,422	145,422
	Electoral Procurement Advisor	24,237	6	145,422	145,422
	Public Outreach Advisor	24,237	6	145,422	145,422
	Project Officer	3,200	6	19,200	19,200
	Project Officer	3,900	6	23,400	23,400
	Project Associate	2,500	6	15,000	15,000
	Individual Consultants	L/S	L/S	0	0
Sub-Total"1"				**818,172**	**818,172**
2. Supplies, commodities, Materials	Office supplies and stationery	1,000.15	6	6,001	6,001
Sub-Total"2"				**6,001**	**6,001**
3. Equipment, Vehicles and Furniture including Depreciation	Equipment, vehicles, furniture and depreciation	0	0	0	0
Sub-Total"3"				**0**	**0**
4. Contractual Services	**Companies**		0	0	0
Sub-Total"4"				**0**	**0**
5.Travel	Life support	19,040	6	114,240	114,240
	Travel - DSA	3,801.7	6	22,810	22,810
	Tickets (Jordan/Iraq)	850	6	5,100	5,100
	Tickets (Deployment)	1,453	6	8,718	8,718
Sub-Total"5"				**150,868**	**150,868**
6.Transfers and Grants Counterparts	Transfers and grants to IHEC			**0**	**0**
Sub-Total"6"				**0**	**0**
Sub - Total (1-6)				**975,041**	**975,041**
7. General operating and Other Direct Costs[3]	Security, audit, common premises and communication	L/S		48,752	48,752
Total Costs (1-7)				**1,023,793**	**1,023,793**
8.Indirect Support costs[4]	**GMS (7%)**			71,665,	71,665,
GRAND TOTAL				**1,095,458**	**1,095,458**

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[3] Other direct costs must not exceed 5% of Sub total (1-4)

[4] Indirect support cost should be in line with the rate or range specified in the Fund TOR (or Programme Document) and MOU and SAA for the particular MDTF. Indirect costs of the Participating Organizations recovered through programme support costs will be 7%. In accordance with the UN General Assembly resolution 62/209 (2008 Triennial Comprehensive Policy Review principle of full cost recovery). all other costs incurred by each Participating UN Organization in carrying out the activities for which it is responsible under the Fund will be recovered as direct costs.

UNOPS Budget

PROGRAMME BUDGET			ESTIMATED UTILIZATION OF RESOURCES (US$)
CATEGORY		AMOUNT (US$)	Year 1
1. Staff and other personnel costs		721,650	721,650
2. Supplies, commodities, Materials		6,000	6,000
3. Equipment, Vehicles and Furniture including Depreciation		0	0
4. Contractual Services		40,000	40,000
5. Travel		156,776	156,776
6. Transfers and Grants Counterparts		0	0
7. General operating and Other Direct Costs		46,221	46,221
Total Programme Costs		970,647	970,647
8. Indirect Support Costs		67,945	67,945
TOTAL		1,038,592	1,038,592

UNOPS Detailed Budget

CATEGORY	ITEM DESCRIPTION	UNIT COST	NUMBER OF UNITS	AMOUNT	Year 1
1. Staff and other personnel costs	Programme Staff				
	Programme Manager	25,600	6	153,600	153,600
	ICT Advisor	25,600	6	153,600	153,600
	Project Officer	4,800	6	28,800	28,800
	Project Assistant	2,335	6	14,010	14,010
	Operations Manager (10%)	1,800	6	10,800	10,800
	HR Associate 30% (Administration)	1,120	6	6,720	6,720
	Procurement Associate 30% (Administration)	1,120	6	6,720	6,720
	Finance Associate 30% (Administration)	1,120	6	6,720	6,720
	Individual Consultants	L/S	15	340,680	340,680
Sub-Total"1"				**721,650**	**721,650**
2. Supplies, commodities, Materials	Office supplies and stationery	1,000	6	6,000	6,000
Sub-Total"2"				**6,000**	**6,000**
3. Equipment, Vehicles and Furniture including Depreciation	Equipment, vehicles, furniture and depreciation	0	0	0	0

Sub-Total"3"				**0**	**0**
4. Contractual Services	Trainings and workshops	**L/S**		40,000	40,000
Sub-Total"4"				**40,000**	**40,000**
5.Travel	Life support	L/S	24	114,240	114,240
	Travel - DSA	L/S		20,000	20,000
	Tickets	L/S		22,536	22,536
Sub-Total"5"				**156,776**	**156,776**
6.Transfers and Grants Counterparts	Transfers and grants to counterparts	**0**		0	0
Sub-Total"6"				**0**	**0**
Sub - Total (1-6)				**924,426**	**924,426**
7. General operating and Other Direct Costs[5]	Security, office rental, communication and miscellaneous	L/S		46,221	46,221
Total Programme Costs (1-7)				**970,647**	**970,647**
8.Indirect Support costs[6]	**GMS (7%)**			67,945	67,945
GRAND TOTAL				**1,038,592**	**1,038,592**

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[5] Other direct costs must not exceed 5% of Sub total (1-4)

[6] Indirect support cost should be in line with the rate or range specified in the Fund TOR (or Programme Document) and MOU and SAA for the particular MDTF. Indirect costs of the Participating Organizations recovered through programme support costs will be 7%. In accordance with the UN General Assembly resolution 62/209 (2008 Triennial Comprehensive Policy Review principle of full cost recovery). all other costs incurred by each Participating UN Organization in carrying out the activities for which it is responsible under the Fund will be recovered as direct costs.

Annex B: UN Organization Project Status Profile

Each Participating UN Organization must complete a Profile of all its ongoing JP/ projects 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$)	Total Delivery	Commitments	Disbursements	Remarks
1	60142	Rule of Law and Justice	20,398,000	49.34%	-1.76%	9.80%	Bilateral
2	56801	Preparatory Assist.-Global Fund to Fight AIDS and TB programme in Iraq	24,647,343	42.85%	7.79%	34.25%	Global Fund
3	63566	Anti-Corruption	8,350,000	50.83%	2.68%	27.04%	Bilateral
4	80465	English Language Training for the Integrity and other Institutions	1,500,000	0.0%	0.0%	0.0%	Bilateral
5	75376	Family Supp. Justice & Security	941,180	24.06%	19.90%	36.21%	Bilateral
6	75294	Support to the new COR	300,000	0.0%	24.17%	24.17%	Multi-lateral
7	76615	Strengthening the Administration	3,200,000	0.0%	0.75%	19.52%	Bilateral
8	77088	Peace and Development Analysis	250,000	0.0%	29.26%	140.39%	Core
9	G11-23	Institutional Development Support	13,947,279	60.8%	60.8%	59.9%	ITF
10	76819	Support for Rights of Minorities	454,241	0.0%	20.50%	69.93%	Bilateral
11	80586	INL- Justice Data Management	3,800,000	0.0%	0.0%	0.0%	Bilateral
12	80503	Ninewa Minorities Dialogue Interfaith	150,000	0.0%	0.0%	0.0%	Bilateral
		TOTALS (US$)	**117,663,362**				