



**UNITED NATIONS DEVELOPMENT GROUP
IRAQ TRUST FUND**

PROJECT DOCUMENT COVER SHEET

Participating UN Organisation: <i>(acronym is sufficient)</i> UNEAD and implementing partner UNOPS	Cluster: <i>(number and area)</i> G - Electoral Support
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Programme/Project Title: Empowerment of Women and Youth in Iraqi Electoral Processes	Programme/Project Location: Iraq and Jordan
Programme/Project Number: G11 - 13	
Programme/Project Description: Having analysed the current electoral assistance needs in Iraq, UNEAD and the Amman Centre for Human Rights Studies (ACHRS) have developed this project which will – through provision of guidance, coordination and close monitoring – offer technical support to 69 specially selected Non-Government Organisations (NGO)/Civil Society Organisations (CSO), working to promote and increase the participation and presence of women and youth in the Iraqi political process in order to consolidate the role of women in the National Assembly, increase the free and open participation of women and youth in the electoral process, strengthen the role of youth in the National Assembly and assist young men and women devise and lead “advocacy strategies” to improve their position in the Iraq electoral process. These activities will focus on raising the overall understanding of electoral processes amongst women and youth and increasing their active participation and involvement in future elections such as the forthcoming Governorate Elections and the 2 nd Constitutional Referendum in 2006.	Programme/Project Costs: UNDG ITF: USD 2,843,985 Govt. Input: Core: Other: TOTAL: USD 2,843,985
Govt of Iraq Line Ministry Responsible: IECI	Programme/Project Duration: 9 months 1 Feb 2006 – 31 Oct 2006

Review & Approval Dates:

Line Ministry Approval:

Cluster Review Date:

Cluster Manager Group Review Date:

ISRB Approval Date:

Steering Committee Approval Date:

UN Agency Name: UNOPS

Acronym is sufficient

Signature

Date

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23.03.06

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25/03/06



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Development Goal:

(Not more than one statement, with reference to the Joint UN-Iraq Assistance Strategy matrices)

Having analysed the current electoral assistance needs in Iraq, UNEAD and the Amman Centre for Human Rights Studies (ACHRS) have developed this project which will offer technical support to 69 specially selected Non-Government Organizations (NGO)/Civil Society Organisations (CSO), working to promote and increase the understanding, participation and presence of women and youth in the overall Iraqi political process and in particular election processes. Due to insufficient proposals and limitations of funds to cover this area, EAD was not able to cover this important aspect for the January elections and the referendum. This project addresses these topics not only for the forthcoming governorate elections and 2nd constitutional referendum in 2006 but also for all future electoral processes in Iraq.

Key Immediate Objectives:

(List in numbered format.)

1/ To enhance the position of women and youth in the Iraqi political process through:

- a) Increasing the participation of Youth and Women in Elections in addition to their role in the political process.
- b) Increasing free and open participation of women and youth in the electoral process.
- c) Strengthening the role of young people in the National Assembly so that the issues of the youth might be highlighted by the youth themselves and thereby encourage more complete participation of this sector of society
- d) Assisting the young men and women devise, develop and lead “advocacy strategies”, which will place pressure on the political parties and blocs in Iraq that they might increase their number of young men and women candidates in the electoral lists for the National Assembly and also place these candidates higher up in the lists of candidates.



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Outputs

List in reference to the key immediate objectives (i.e. 1.1, 1.2, 2.1, 2.2, etc.)

- 1.1 Sixty nine partner NGO/CSO are identified as capable of providing the required project support to women and youth groups to enable them improve the involvement and participation in the Iraqi electoral process
- 1.2 Twenty three representatives (one for each three of the 69 NGO/CSO involved in the project) are trained in public outreach and the preparation of advocacy strategies in 'Training of Trainer' (ToT) courses
- 1.3 A Guide for the women and youth is drafted, printed and distributed (in 10,000 copies) to help educate them as to how they might be able to participate more effectively in the electoral process and the transitional period in Iraq. In addition, this guide will serve as an 'Awareness Guide' for the general Iraqi public while also focusing on those issues most pertinent to women and young people
- 1.4 Up to 6210 women and youth participants are trained in 207 Awareness sessions/workshops organised by the NGO/CSO in order to inform them of the relevant major issues and to encourage their participation to as great an extent as possible in the electoral process
- 1.5 A publicity campaign using multi- media strategies promotes the concept of women and youth involvement in future electoral processes inside Iraq

Key Activities

List in reference to the outputs (i.e. 1.1.1, 1.2.1, 2.1.1, 2.2.1, etc.)

- 1.1.1 Evaluate potential partner NGO/CSO organisations making use of ACHRS experience gained from working in Iraq and ensuring that there is a good geographical spread to ensure as wide a coverage of Iraq as possible.
- 1.1.2 Select suitable partners to accomplish the project's objectives – the selection will take into consideration the mandate/experience/capacity of the respective NGO/CSO with regards to gender issues, electoral awareness and focus on young people. Draft, review and sign MOUs to specify the use of the funds received, equipment received and public outreach funds. The use will be strictly for the activities related to elections and inline with the aim of this project. These activities will include provisions for encouraging participation, transport of staff, logistics needs, printing and distribution of material, communication and additional staff required to run the activities and support the selected organisations. The funds will also include Public Outreach material in order to allow the NGOs to reach the Iraqi potential voters. This will include Radio/TV spots encouraging women to participate, posters, brochures for distribution all over the country.
- 1.2.1 Select appropriate trainees for the courses to be implemented by the project
- 1.2.2 Organise training programmes and finalise the curricula
- 1.2.3 Liaise with the partner NGO/CSO organisations regarding attendance of personnel and travel arrangements to ensure no difficulties in this area
- 1.2.4 Deliver training courses to the selected personnel from the partner organisations
- 1.2.5 Receive and evaluate feedback from participants on the courses delivered
- 1.3.1 Prepare and finalise material to be included in the draft guide for women and youth



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| <p>1.3.2 Produce the guide which will also contain pictures, cartoon drawings and explanatory forms in addition to text, so as to make it more easily accessible to the target audience</p> <p>1.4. Prepare for and organise workshops for the general public to increase awareness of the role of women and youth in the electoral process</p> <p>1.4.2 Deliver workshops at some 207 locations through Iraq</p> <p>1.4.3 Distribute the Guide produced by the project to all the participants in these workshops</p> |
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1 LOGICAL FRAMEWORK

A logical framework is required for programmes/projects greater than \$500,000. For smaller programmes/projects, if a log frame is not used, a narrative statement including clearly stated objectives, outputs, activities, indicators and risks should be provided.

UNDG ITF proposes to utilise the log frame below for programme/project submissions because it:

- *has been used in the UN strategic planning process for Iraq;*
- *brings together in one place a clear, concise and accessible statement of all of the key components of programme/project submitted;*
- *indicates the logic of how the programme/project is expected to work, separating out the various levels in the hierarchy of objectives, and helping to ensure that inputs, activities, outputs and objectives are not confused with each other;*
- *provides a basis for monitoring and evaluation by identifying indicators of success and a means of quantitative or qualitative assessment, which will be essential for reporting on implementation to donors.*

Please fill in the following table.

1. Logical Framework

Objectives	Measurable indicators	Means of verification	Important assumptions
Development Objective <p>Having analysed the current electoral assistance needs in Iraq, UNEAD and the Amman Centre for Human Rights Studies (ACHRS) have developed this project which will offer technical support to 69 specially selected NGO/CSO, which are working to promote and increase the understanding, participation and presence of women and youth in the Iraqi political process.</p>	<p>Selection of 69 registered organisations with relevant mandate/experience/capacity in the areas of gender issues/youth/political awareness and provision of project support to these bodies, incl. closely monitored funding for pre-defined utilization: Each selected organization will sign an MOU with the ACHRS to specify the use of the funds received, equipment received and public outreach funds. The use will be strictly for the activities related to elections and inline with the aim of this project.</p> <p>Increased ability of these organisations to promote the understanding and participation of women and youth in the Iraq electoral process.</p> <p>Increased participation of women and youth in electoral processes in Iraq.</p>	<p>Documentation of NGO/CSO's experience in areas of gender issues/youth/political awareness.</p> <p>Progress reports, and Final Report on the project objectives</p> <p>Supervision and monitoring by Project Team/UNEAD/ACHRS/UNOPS on project progress</p> <p>Feedback and reports from partner organisations and their personnel benefiting from project interventions</p> <p>An evaluation meeting to assess the project after the declaration of the results of the governorate elections and second referendum will be held.</p>	<p>Project gets approval immediately .</p> <p>No significant disruptive changes in the political or security situation in Iraq, which may affect the organisation and provision of the project support services and especially the TOT courses</p> <p>Close consultation and cooperation between all project partners, UNEAD ACHRS, UNAMI and UNOPS</p>
Immediate Objectives: <i>The immediate impact on the project area or target group i.e. the change or benefit to be achieved by the project:</i>	<i>Quantitative ways of measuring or qualitative ways of judging timed achievement of purpose:</i>	<i>Cost-effective methods and sources to quantify or assess indicators:</i>	(Immediate Objective to Development Objective) <i>External conditions necessary if achieved project purpose is to contribute to reaching programme/project goal:</i>

<p>To increase the position of women and youth in the Iraqi political process through:</p> <ul style="list-style-type: none"> a) Consolidating the role of women in the National Assembly so that these women can perform a more effective role, particularly in regard to women's issues. b) Increasing free and open participation of women and youth in the electoral process. c) Strengthen the role of young people in the National Assembly so that those issues concerning youth might be highlighted by the youth themselves and thereby encourage more complete participation . d) Assisting the young men and women devise, develop and lead “advocacy strategies”, which will place pressure on the political parties and blocs in Iraq that they might increase the number of young men and women candidates in the party electoral lists for the National Assembly and also place them higher up in the lists of candidates. 	<p>Timely and prompt delivery of the required project support components</p> <p>Increased capacity in project partner organisations (NGO/CSO) to enable them to better support the participation of women and youth in the Iraqi electoral process</p> <p>Number of Trainers who attend the ToT courses arranged by the project</p> <p>Monitoring of project partners' delivery of workshops following the ToT courses including the number of participants in these workshops</p> <p>Quantity of Guides produced and their distribution numbers</p> <p>Putting in place of necessary facilities together with project staff to undertake project objectives for the various project components</p>	<p>Reports from the project and the project's partners</p> <p>Tracking of project services provided by UNEAD/ACHRS/UNOPS</p> <p>Report from the project partners participating in the ToT sessions and delivering workshops</p> <p>Final reports from UNEAD/ACHRS and UNOPS</p> <p>Number of trainings organised by the ToT participants</p>	<p>Immediate start of project in order to ensure that the required training courses and preparation of the Guide can commence so that the 69 selected NGO/CSO are able to implement their trainings for the general public in time for future elections in Iraq</p> <p>Rapid and timely mobilisation and access to required resources to implement this project</p> <p>Excellent cooperation from the partner organisations</p> <p>Excellent working relationships between all project partners – UNEAD, ACHRS, UNOPS and NGO/CSO</p>
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<p>e) A public outreach campaign will be prepared and delivered by each of the NGO/CSO participating in ToT training courses. This publicity campaign will not directly support any particular candidates but promote women and youth in the National Assembly elections as well as encouraging participation in elections and referendum.</p>			
<p>Outputs: <i>Specifically deliverable results expected from the project to attain the objectives:</i></p>	<p><i>Quantitative ways of measuring or qualitative ways of judging timed production of outputs:</i></p>	<p><i>Cost-effective methods and sources to quantify or assess indicators:</i></p>	<p>(Outputs to immediate objective) <i>Factors out of project control which, if present, could restrict progress from outputs to achieving project objectives:</i></p>

<p>1. Identified partner NGO/CSO capable of providing the required project support to women and youth groups to enable them improve the understanding and participation in the Iraqi electoral process</p> <p>2. Train NGO/CSO representatives (1 for each 3 NGO/CSO) in public outreach and the preparation of advocacy strategies in ‘Training of Trainer’ (ToT) courses</p> <p>3. An ‘Awareness Guide’ for women and youth to help educate them as to how they might be able to participate more effectively in the electoral process and the transitional period in Iraq. In addition, this guide will serve as an ‘Awareness Guide’ for the general Iraqi public while focusing on those issues most pertinent to women and young people</p> <p>4. Awareness sessions/workshops will be organised for women and youth by participating NGO/CSO in order to inform them of the relevant major issues and encourage their participation to as great an extent as possible in the electoral process</p> <p>5. A publicity campaign to promote the concept of voting for women and youth candidates in future electoral processes inside Iraq.</p>	<p>List of identified partner organisations (NGO/CSO)</p> <p>Monitoring of all organisations involved in the delivery of the project outputs</p> <p>Reports on and records of project ToT workshops and also of the workshops organised and implemented by the Trainers having participated in these courses</p> <p>Guide produced by the project to promote awareness of women and youth issues in relation to the Iraqi electoral process</p> <p>Feedback from the participating NGO/CSO on their involvement in the training courses organised by the project and the workshops devised and implemented by the project partners</p> <p>Final report on project including details of all outputs</p>	<p>Reports based on monitoring by project and also the feedback from participating organisations and its personnel</p> <p>Final report from project partners</p> <p>Final report from UNOPS</p>	<p>The project will only be able to meet the very tight schedule planned if project activities start immediately.</p> <p>Quick access to project funds to engage necessary project personnel and set-up project in time to ensure it is on schedule to provide the necessary support to women and youth so that they might increase their participation and involvement in future Iraqi electoral processes</p> <p>Security inside Iraq is adequate to permit in-country training and awareness sessions</p> <p>Excellent cooperation with and between all project partners together with understanding on the part of its partners as to what exactly the project can deliver to them</p>
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<p>Activities: <i>Tasks to be done to produce the outputs</i></p> <ul style="list-style-type: none"> ➤ Evaluate potential partner NGO/CSO organisations making use of ACHRS experience gained from working in Iraq and ensuring that there is a good geographical and ‘ethnic group’ spread to ensure as wide a coverage of Iraq and its peoples, as possible ➤ Select suitable partners to accomplish the project’s objectives, incl. signature of an MOU between each selected organization and the ACHRS to specify the use of the funds received, equipment received and public outreach funds. The use will be strictly for the activities related to elections and inline with the aim of this project. ➤ Selection of appropriate trainees by partner NGO/CSO organisations for the courses to be implemented by the project ➤ Organisation of the training programmes together with the 	<p>Inputs: <i>This is a summary of the programme/project budget (sub-budgets and total as in Annex B)</i></p> <p style="text-align: right;">US\$</p> <ol style="list-style-type: none"> 1. Personnel - 387,900 2. Contracts – 1,769,500 3. Training – 0 4. Equipment – 0 5. Supplies – 0 6. Transport (WFP) – n/a 7. Travel – 103,750 8. Proj. Sub-tot – 2,261,150 9. Miscellaneous – 110,000 10. Security – 390,000 11. Agency Mgmt Support (3%) – 82,835 <p style="text-align: center;">12 Total Project Budget – USD 2,843,985</p>	<p><i>Financial report</i></p> <p>Financial Report on Commitments and Disbursements</p>	<p>(Activity to output) <i>Factors out of programme/project control which, if present, could restrict progress from activities to achieving outputs:</i></p> <p>Access to funds required for project to commence and be implemented</p> <p>Availability of project staff to commence work immediately</p> <p>Evolving security situation in Iraq and how this affects project activities</p> <p>Assistance and cooperation from the project partners</p>

<p>finalisation of the curricula</p> <ul style="list-style-type: none"> ➤ Liaison with the partner NGO/CSO organisations regarding attendance of personnel and travel arrangements to ensure no difficulties in this area ➤ Delivery of training courses, to the selected personnel from the partner organisations ➤ Feedback from participants on the courses delivered ➤ Preparation and finalisation of the material to be included in the draft guide for women and youth ➤ Production of the guide which will also contain pictures, cartoons and explanatory forms in addition to the written text, so as to make it more easily accessible for its target audience ➤ Preparation for and Organisation of workshops for the general public to increase their awareness of the role of women and youth in the electoral process by the Trainers trained by the project 			
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➤ Delivery of these workshops at some 207 locations through Iraq			
➤ Distribution of the Guide produced by the project to all the participants in these workshops			

2 PROGRAMME/PROJECT JUSTIFICATION

2.1 Background

2.1.1 What is the rationale and context to the programme/project, and the approach adopted?

For the January 2005 Elections, the UN assisted the Iraqi authorities and the IECI through a range of projects including the provision of Support to the Elections Process, Support to the Elections, Technical Assistance to IECI, Provision of Electoral Support to Observer Groups of the Elections, Support for Fair, Safe and Professional Media Coverage and Logistics Support to the IECI. On the basis of the effectiveness of this support and a request from the IECI for continued assistance the UN in close consultation with its partners, has developed and is in the process of delivering projects, which have been providing the required support in those areas where it is most needed for the October 2005 Referendum and December General Elections. This support from the UN, it should also be emphasised, has and continues to play a vital role in assisting Iraq and its people in this transitional phase to becoming a representative democracy.

In this respect, there is a need to ensure that the electoral processes in Iraq are seen to have been carried out according to the highest standards possible. To promote and attain this kind of acceptance regarding future electoral processes, such as those currently taking place, it is essential that there is as wide a participation of all members of the Iraqi society. It is with this in mind that this project has been developed to support the participation of women and youth in future elections and voting processes.

In the case of Iraq, women and youth organisations need greater support as they still lack many of the tools and resources needed to effectively get their message across to the general public, such as in the knowledge of the skills required to address the public on issues related to the role of women and youth in society and how to access the necessary financial resources.

The participation of women and youth in Iraqi political life is essential to facilitate political development for all its citizens, as this will not be possible unless all segments of society participate in the political process.

For the January 2005 elections, there was a small project executed by UNIFEM and funded by the governance cluster which addressed women's issues. That project did not directly deal with participation in elections and did not target youth but it had a positive impact on the participation of women. That activity was related to January elections only. This project targets youth in addition to women as an essential target groups who play an important role in the society.

Amman Center for Human Rights Studies developed a proposal in cooperation with EAD in order to execute this activity. NGOs in Iraq will be selected based on specific criteria such as records of previous activities, official registration as NGOs, geographical coverage in the country and their inclusiveness of the Iraqi population.

However, it is not enough to merely address the general issue concerning the participation of women and youth in the electoral process but also to look at the level and quality of this participation. It is important for women and youth to be able to make their own choices and select who they believe is the appropriate candidate and not to be unduly influenced by the older male members of the family regarding their vote.

The elections in January 2005 saw a significant breakthrough in this regard with many women winning a place in the Assembly, with a little more than one quarter of the National Assembly being composed of women. However, it was noticed that the role of women was weak and that all the National Assembly women members belonged to the major political parties, with the majority of them not possessing any particular platforms or independent goals, particularly as regards the rights of women.

Meanwhile, it was also noticed that the role of the youth in the political life of Iraq was generally weak despite the important position these young people have with respect to the future development of Iraq. Young people below 30 years of age in Iraq constitute more than 60% of the population and it is therefore vital that they feel fully integrated with the Iraqi electoral process and are active participants in this transition period in Iraq. .

This project will increase the position of women and youth in the Iraqi political process by consolidating the role of women in the National Assembly, increasing free and open participation of women and youth in the electoral process, strengthening the role of young people in the National Assembly so that this important segment of society might be encouraged to participate more fully and assisting the young men and women devise, develop and lead “advocacy strategies”, which will place pressure on the political parties and blocs in Iraq that they might increase their number of young men and women candidates in the party electoral lists for the National Assembly and also place them higher up in the candidate lists.

To achieve these objectives the project will work together closely with 69 specially selected NGO/CSO located throughout Iraq, which it will support through the provision of ToT courses to its personnel. The objective behind the project is to offer technical support to NGOs, selected based on previous experience and taking into consideration the geographical distribution in order to achieve a set of goals. The distribution of the NGO/CSO to work with the project will be based on the population figures in each governorate and ethnic distribution. Therefore, in the majority of governorates, 3 NGO/CSO will be partnered by ACHRS with the exception of the following governorates, due to their larger population figures and ethnic distribution

Regions	No of CSO/NGO
Baghdad	10
Basra	5
Mosul	4
Kirkuk	5
Anbar	5
Erbil	4

Each selected organisation will sign an MOU with the ACHRS to specify the use of funds received through UNOPS. The amount will be based on the specific situation and needs of the individual NGO/CSO and the use will be strictly for the activities related to elections and in line with the aim of this project. These organisations will then facilitate workshops for the public in order to stimulate the participation of women and youth in the electoral process. Furthermore, these NGO/CSO will develop and deliver a publicity/public outreach programme to encourage the Iraqi public to support an increased participation on the part of women and youth in the upcoming elections and referendum. In addition, the project will

devise and produce an Awareness Guide on why women and youth should be encouraged to participate as fully as possible in the Electoral process.¹

2.1.2 What experience does the organisation have in working on this issue in Iraq or countries in similar circumstances? This should reflect lessons learned.

UNEAD, UNOPS and the ACHRS all have extensive experience in working in Iraq and, in particular, providing electoral assistance to the IECI.

UNEAD and UNOPS in Iraq

UNEAD has complied strictly to the Note of Guidance on electoral assistance which was established by the Department of Political Affairs of the UN Secretariat which demands 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”*.

Bearing this declaration in mind and before developing assistance projects to assist in the January 2005 National Elections, UNEAD developed a detailed and effective concept paper to establish and promote democratic electoral processes while simultaneously developing sustainable capacity to manage the electoral systems and processes.

UNEAD also worked together with UNOPS in the development and delivery of a Project to provide international logistical support to the IECI and UNAMI for the January 30th Elections. This project was established to ensure that the forwarding of essential elections items direct from their suppliers to Iraq and onwards to a number of Governorate hubs would be carried out on time for polling day. Despite the extremely tight time scale under which this project operated, all electoral materials were safely brought to the agreed locations inside Iraq on time and handed over to the project’s partner IECI. This support included:

- Delivery of approximately 3 million kg of election materials to the IECI HQ and to 18 Governorate hubs, together with ensuring the appropriate warehousing and security. Amongst other items this included around 90,000 ballot boxes, 36,000 polling station kits, 7,000 polling centre kits and 500 tons of ballot papers
- Leasing of 65 Boeing 747s or equivalent to deliver material from Austria, Canada and China to Sharjah, United Arab Emirates in 7 days
- 133 flights flowing into Iraq over a period of 12 days, which included 23 night flights
- Organisation of 188 armed convoys of 8 trucks plus security to 24 Iraqi warehouses in 4 days

UNOPS began operations in Iraq in the late 1990ss and since the 2003 war in Iraq, UNOPS has also developed and implemented a wide range of other projects with its UN partners and through the Iraq clusters, funded through the United Nations Director General (UNDG)/Iraq Trust Fund (ITF), to provide assistance to the people of Iraq.

¹ For further information on the project’s methodology and workplan, refer to the Project Methodology and Workplan in Annex A

In terms of experience in the area of providing support to observer groups in Iraq, UNEAD, supported by UNOPS, formulated and implemented a project whereby it facilitated International and National Electoral Observation for the January 2005 elections through the provision of electoral assistance and support to non-partisan electoral observation groups, including the National Democratic Institute for International Affairs (NDI), the Iraqi National Information Network, the Friedrich Ebert Foundation (FEF), the Amman Centre for Human Rights Studies (ACHRS) and the European Union (EU). By supporting the role of neutral election observer groups UNEAD was able to ensure that these elections were as transparent and open as possible, thus enhancing their credibility and acceptance by the Iraqi population. Much needed assistance and backing was provided for the electoral observation groups in Iraq through the provision of observation manuals, briefing packs for national and international observers, the delivery of 'real-time' electoral advice, support funds for electoral observation groups, guidance and information through an internet facility, observer identification materials and out of country electoral observation support.

In the area of Institutional Memory, both UNEAD and UNOPS have been working together with UNAMI and the IECI to initiate work in this area and it is based on these initial contacts and discussions that this project component has been devised and developed.

At present UNEAD and UNOPS are engaged in implementing projects to support the October and December Electoral processes. These projects include, amongst others, the provision of Logistical Support to the IECI and Assistance to Observer Groups in Iraq.

The ACHRS has a wide range of experience working on projects in Iraq and has worked on the provision of support to Observer Groups in Iraq for the January Elections and is currently working on the project providing support to Observer Groups for the October and December Elections.

Thanks to this wide level of practical experience in Iraq, the organisations concerned in the project are quite expert in handling projects dealing with Iraq. This knowledge will prove extremely beneficial for this project, as in for example the selection of the 69 NGO/CSO the project will work with in order to achieve its objectives.

UNEAD and UNOPS in Other Countries in similar contexts

Both UNEAD and UNOPS have worked in numerous countries across the world providing electoral support services following recent conflict, including, inter alia, Afghanistan, the Democratic Republic of Congo, Sierra Leone, Kosovo and East Timor

2.2 Programme/Project Approach

Please address all of the following issues/questions in relation to programme/project design and definition:

2.2.1 What problem(s) does the programme/project address? What specific assessments have been made and by whom?

As noted above in 2.1.1, even though there is a relatively good representation of women in the Iraqi National Assembly, this has not tended to translate into the effective promotion of women's issues and policies. Moreover, there does not appear to be any effective women's platform or independent objectives, which are not part of overall larger party programmes, especially in the area of women's rights.

The participation of youth also tends to be quite weak also in the political system. This is a situation, which needs to be tackled especially when one remembers that some 60% of the

Iraqi population are under the age of 30. Failure to do so could result in this group feeling alienated from the political process and thence feeling that they have no say in the future destiny of their country.

On a general level this project will aim at tackling the problem of the credibility of the upcoming electoral processes. Given the present situation in Iraq and the current volatile political environment in Iraq, it is essential that the upcoming electoral processes are seen to have been conducted in as open and transparent a manner as possible with the active participation of all sectors of the Iraqi public. By encouraging the active participation of women and youth, not only in the area of voting, but also in standing for election and promoting policies favourable to their communities' interests, this project will help tackle the lack of current effective representation of women and youth in Iraq,

2.2.2 *Indicate which cluster(s) and matrix outcome(s) from the Joint UN-Iraq Assistance strategy this programme/project addresses.*

Although the 2005 January Elections and October Referendum were a success despite the 'unique challenges' they faced, this is no reason to believe that the implementation of future electoral processes will not present challenges every bit as onerous if not even more so. In this respect, a range of projects have been developed and designed to facilitate the organisation and implementation of the elections such as the provision of logistical support to the IECI. However, while such projects are essential to ensure that electoral process is correctly and properly run, it is also imperative that support is provided to relevant NGO/CSO to ensure that under-represented groups such as women and youth increase their level of participation in future elections. It is with this objective in mind that this project has been designed by the UNEAD/ACHRS supported by the project's implementing partner, to assist in the realisation of the Cluster G Electoral Assistance Strategy.

The Draft Concept Paper for Review by this Cluster, then Cluster 11², pointed out that the UN in Iraq operates under one programme, which is "collectively elaborated by UN Country Team and headed by the SRSG³ and DSRSG⁴ as SC Resolution 1546". This project will ensure it acts at all times according to this dictum both in its conception and implementation.

² The Cluster, which used to deal with Electoral Support, prior to the initiation of the new Cluster system

³ Special Representative of the Secretary General

⁴ Deputy Special Representative of the Secretary General

2.2.3 What is the expected impact of the programme/project? What could be potentially negative impact of the programme/project?

In order to ensure that the upcoming electoral process gains the respect and acceptance of both the Iraqi people and the international community it is crucial that the election is seen to take place in an open and transparent manner with as wide a participation as possible of Iraqi citizens.

It is with this issue in mind that this project has been designed to increase the active participation of groups, namely women and youth, which have not been engaging to as great an extent as they might in the Iraqi electoral process. The idea will be to not only directly promote an increased participation to these groups themselves but also to encourage the Iraqi population at large to be more open to and enthusiastic of an augmentation in the role women and youth might play in the Iraqi electoral process.

This project intends to have a direct impact in the following ways.

- 1/ Increase the capacity of 69 NGO/CSO to contribute in promoting the participation of women and youth in the Iraqi electoral process not only in just participating in the voting process but also in obtaining greater representation in the National Assembly through ToT courses for their personnel
- 2/ Develop a draft 'Awareness Guide', which will work to promote the participation of women and youth in the electoral process and the transitional period in Iraq. This guide will also serve to educate the general Iraqi public on issues important to women and young people. The guide will be produced centrally in order to ensure that the same message is used throughout Iraq. In addition, this will be a more cost-effective manner of operating. A similar approach will be adopted for the radio spots to be broadcast on local radio stations
- 3/ Some 207 workshops (three by each NGO/CSO involved in the project) will be organised for the general public throughout Iraq in the project's ToT course. These workshops will increase the awareness amongst the Iraqi public as to the need to ensure that women and young people are full participants in the Iraqi electoral process.
- 4/ Organising a public outreach campaign to support the effective and optimal participation and involvement of women and youth in future elections in Iraq. This campaign will not in any way give support to any particular candidacy and/or political party but will concentrate on promoting the general and overall engagement of women and youth in all forthcoming Iraqi electoral processes.

The only potential negative impact of this project would be if the trainings/workshops were not properly designed and implemented and rather than achieving their desired impact of increasing the participation of women and youth led instead to leaving participants confused as to why they should work for this goal or failing to understand why it is important and so on.

2.2.4 Indicate the beneficiaries of the programme/project.

Direct Beneficiaries (# and classification):

The 69 NGO/CSO who will receive technical support and training courses from the project and also those women and young who are participating in the election

Indirect Beneficiaries (# and classification):

All the people of Iraq - by enlarging the participation of Iraqi citizens through promoting the increased involvement of women and young people, the country will benefit from the

increased capacities and capabilities this will bring to Iraq

2.2.5 *How does the programme/project design ensure the participation of all stakeholders?*

During its implementation the project will work closely together with its partner organisations and in particular the 69 NGO/CSO, which will be selected to receive technical support. The project will coordinate closely with these organisations and ensure that they receive the support they need in terms of appropriate ToT, preparation for the workshops they will hold and the implementation of the publicity campaign to encourage the Iraqi public to vote for female or young candidates.

Furthermore, the project will liaise where necessary with its partner organisations including the ACHRS, UNEAD and other relevant UN bodies.

2.2.6 *Does the programme/project address the needs of particularly vulnerable or marginalised groups? Who are they and how are their needs addressed?*

By striving to increase the active participation of women and youth in the Iraqi election process as well as encouraging the Iraqi public to support such a process, this project will be directly providing support to two relatively marginalised groups in Iraqi society.

As discussed above, this project will endeavour to achieve this by providing technical support to 69 specially selected NGO/CSO located throughout Iraq through ToT, assisting these organisations in organising workshops and the preparation and delivery of a publicity/public outreach programme to encourage Iraqi public support a greater involvement of women and youth in the upcoming elections and the development of an Awareness Guide as to why women and youth ought to be encouraged to participate as fully as possible in the Elections and referendum.

Through these measures the project will be able to address the needs of women and youth in Iraq to increase their political participation and role in Iraq.

2.2.7 *How does this programme/project benefit men and women? If not specifically designed to address gender issues, how will gender issues be addressed?*

As this project is specifically designed to promote the increased involvement of women and young people, it will benefit both women and men. By adopting an approach whereby the 69 selected NGO/CSO will deliver some 207 workshops to the public, with each of the involved NGO/CSO delivering three workshops, and implement a promotion and policy campaign to promote the involvement of women and youth in the electoral process. Furthermore, the project will deal extensively with gender issues in addition to improving the political status of under-represented sectors of the Iraqi population.

The project's outreach campaign will ensure that also (older) men are addressed and thus included in the awareness raising (e.g. re women's access to the political process).

On a more general level, the project team will encourage the equal participation of men and women in its implementation, including in the recruitment of project team members, whenever possible.

2.2.8 *Have environmental concerns been addressed including environmental impact/risk assessment conducted where relevant?*

There have been no Environmental Impact/Risk Assessments for this project,

2.2.9 *To what degree does this project generate direct and/or indirect employment opportunities?*

This project will not have a direct long term impact on employment. There will be certain short-term positions, which may become available during the project's actual implementation phase, depending on circumstances.

By providing support to the selected NGO/CSO the project will enable these bodies to improve their delivery of support to women and youth and to increase their participation in the electoral process. As a consequence, these organisations will be in a better position to access funds from donors for future programmes.

It is anticipated that the more successfully future Iraqi electoral processes are conducted and the greater the acceptance of their outcome is as a result, the greater the possibility there will be for Iraq to develop and for all its citizens to benefit from the increased employment opportunities that will surely arise as a consequence

2.2.10 *Does this project contribute towards the attainment of the MDGs in Iraq? Which Goal in particular?*

This project will contribute tangentially to the achievement of MDG 8 concerning the development of a global partnership for development.

2.2.11 *Are there specific issues in relation to the security situation? How will they be handled?*

Potentially the predominant and most serious major risk factor militating against the successful implementation of future elections in Iraq and thence, by extension, the participation of women and youth, emanates from the continuing security concerns throughout the country.

This project is operating according to the assumption that future electoral processes will proceed as planned. However, despite this it is of course necessary to entertain the possibility that there might be security concerns, which hinder the smooth running of future elections. These concerns, as to the actual public security arrangements, have a bearing not only on the actual voting days of Elections but also in the lead-up periods, the subsequent processing of votes cast and the subsequent transition phase to the newly elected Iraqi governing authorities. To date the multinational forces, Iraqi army and police have been unable to ensure a safe and secure environment.

Furthermore, the evolving security situation in Iraq should it deteriorate further might also affect the provision of training to the trainers in the selected CSO/NGO and the courses and awareness workshops they will be organising for the general public.

In this respect the project, which includes a security services component covering staff travel and workshops, will keep a close eye on the evolving security situation in Iraq through its project partners, other UN organisations and the Iraqi authorities.

2.2.12 *How does the programme/project relate to existing ministerial structures and how will it contribute to capacity building in ministries?*

This project relates to the capacity building of ministries indirectly in two ways:

1/ By encouraging the increased participation of women and youth in the electoral process and their role in the National Assembly there should be an increased range of potential candidates for Ministerial positions. Without the active participation of women and youth, the political system is losing out on the capacities and capabilities these sectors of the Iraqi population possess.

2/ The efforts to increase the awareness amongst the general public of the importance of promoting the full and active participation of women and youth will facilitate the appointment of people from these sectors of the Iraqi population to positions of importance in the Iraqi ministries and encourage women and youth to put themselves forward more for such positions.

3 MANAGEMENT ARRANGEMENTS

Give a brief description of programme/project implementation and monitoring arrangements to ensure the cost-effective and efficient attainment of the outputs identified in the logical framework, including:

3.1 Programme/project implementation and supervision arrangements; indicate in-country and region based capacity of organisation; indicate names, and expertise of any implementing partners

The project will be executed by UNOPS.

The ACHRS has been selected as the project's implementing partner due to their experience in this field and in the field of training Iraqis in human rights issues. ACHRS was partnered by UNOPS and EAD to support Iraqi groups of observers and has been successful in the delivery of such activities. Furthermore, the cluster dealing with electoral assistance did not receive any other proposals from UN agencies working in the areas of Youth and Women.

The executing agency UNOPS will be supported by UNEAD through provision of technical supervision. Management and oversight of the project will be according to standard UN procedures laid out in the programming manuals of UNOPS and other reporting requirements agreed between UNEAD and Cluster G.

The ACHRS will carry out activities based on a Letter of Agreement which will be signed between ACHRS, UNEAD and UNOPS. ACHRS will conduct all training courses outside of the country in cooperation with UNOPS/EAD. ACHRS will also supervise the overall progress of work on the project through a full-time team which will be based in various locations in Iraq for all the in-country activities. The project implementation strategy will be continuously reviewed by the ACHRS and where it proves necessary corrective action will be taken. ACHRS will sign an MOU with each selected organization to specify the use of the funds received, equipment received and public outreach funds. The individual amount an NGO/CSO will receive will be dependent on the NGO/CSO's particular situation and is not to exceed USD 20,000. The use will be strictly for the activities related to elections and inline with the aim of this project. UNOPS and UNEAD will review the single MOU documents prior to signature by ACHRS. The MOUs will also require the recipient of the funds to provide reporting on activities and expenditure.

The NGOs will be selected by ACHRS based on the following criteria:-

- 1- Their previous activities in the areas of women and youth and elections
- 2- Official Registration with the government of Iraq
- 3- Inclusiveness – to cover all mixture of Iraqi society
- 4- Non-affiliation with any political party or entity
- 5- Geographical coverage
- 6- Potential outreach

The publicity campaign will be carried out by the individual NGOs/CSOs and will be coordinated by ACHRS.

Should there be any changes or additions in these instructions and the support to be provided by UNOPS, they will be issued in writing by the responsible UNEAD personnel. Upon receipt of such changes in instructions, UNOPS will alter the relevant budget requests submitted to reflect the new requirements.

UNOPS will prepare financial and narrative reports on the project as and when required by UNEAD and based on reports and information received through ACHRS as well as through UNOPS own monitoring. These reports will be carefully reviewed by UNEAD.

3.2 Specify delivery mechanism(s) chosen, reflecting security conditions and in particular detailing proposed use of international staff in Iraq for private contractors and NGOs

Project activities will take place both inside and outside Iraq.

For those project activities being implemented outside Iraq the security conditions faced by the project will be reduced, though there will still exist security concerns in the travelling of the NGO/CSO personnel to their ToT courses outside Iraq.

The majority of project personnel will be based in Amman though there will be certain staff stationed in Iraq to ensure successful coordination and organisation of the project's activities inside Iraq.

Any UN project personnel who might travel on mission to Iraq in connection with the project will come under the United Nations Department of Safety and Security (DSS) rules for deployment.

Any personnel, employed by project contractors, should this be required, will come under the responsibility of the contracted organisation

3.3 Indicate line ministry counterparts and their management role in the implementation of the programme/project

The IECI will be the direct line counterpart to the project though it will not play a direct role in the implementation of the project. This is because given the project's objective to improve the participation of a particular sector of the Iraqi population in the electoral process, there might be a conflict of interest in the IECI were to play a direct management role in the implementation of this project. However, the IECI will be kept informed as to the progress of the project and its impact.

3.4 Indicate inter-agency and cluster cooperation if applicable and the role of the other agencies involved.

This project will consult and cooperate closely with UNAMI and other relevant UN agencies to ensure they are kept informed of the project's outputs and progress. At the same time, this will allow the project avail of the expertise and knowledge of other UN bodies. .

The main area of cooperation in this project is between UNEAD, ACHRS and UNOPS with UNEAD providing technical supervision, UNOPS being engaged as the implementing agency and ACHRS executing the activities of the project.

The project will also work together with other UN agencies providing similar support services to the Iraqi authorities, so that knowledge and lessons learned can be shared openly.

3.5 Indicate the overall timeframe for the programme/project and work plan (please provide project work plan as annex)

This is a short term project starting on the 1st of February 2006 and concluding on the 31st of October 2006. The work plan is attached in Annex A.

3.6 In order to indicate the appropriateness and value for money of the proposed activities and modalities of implementation, provide evidence of: the reliability of the costing of programme/project inputs and comparability with other UN organisations; arrangements for procuring and transporting programme/project inputs; and local appropriateness and acceptability of the inputs.

Given the experience and operational knowledge of Iraq of the three organisations participating in this project, it has been possible to ensure that the project will be able to deliver value for money in the delivery of its outputs and implementation of activities.

The funds distributed among the selected NGOs will be tied to pre-defined areas of expenditure (based on an MOU between ACHRS and the respective organization) and will be strictly for the activities related to elections and inline with the aim of this project. UNOPS and UNEAD will review the single MOU documents prior to signature by ACHRS.

The estimated costs for Booklet Printing (see Annex B under “2. Contracts”) are at USD 3.75 per unit. This relatively high price is due to the short time-frame available for this activity: Instead of sub-contracting one printing company only, the project will have to work with three companies to have access to sufficient printing capacity. Apart from the subsequent tripling of the expenditure related to printing plates etc., it will be necessary to request work in night-shifts and granting high-priority to the project’s orders – all of which will also increase the printing costs per unit beyond longer-term high-scale print orders. Likewise, the booklet distribution to locations all over Iraq will have to be conducted under considerable time-pressure.

The costs for Security are exceeding the threshold of 3% of BL 8. The amount of *up to* USD 390,000 is meant to cover provision of security for

- Meetings/workshops held outside country (e.g. in Jordan, Phase 2),
- Meetings/workshops held inside Iraq (Phase 4 and 5),
- Travel of staff and meeting/workshop participants.

These services are to be provided by one or more security companies which will be selected based on a competitive process, conducted by the implementing partner. As respective arrangements will be set through signature of one or more contracts, this budget position could also have been put under category “2. Contracts” where no threshold applies.

3.7 Systems for programme/project monitoring (including financial tracking and accounting audit), quality control, and impact assessment; methods for data collection and monitoring

Management and oversight of the project will be governed by the normal procedures laid out in the programming manuals of UNEAD, UNOPS and other reporting requirements agreed between UNEAD and Cluster G.

UNOPS will prepare periodic progress and final reports for UNEAD as agreed. UNOPS will also be responsible for preparation of the project’s Final Financial Statement. UNEAD and UNOPS will monitor and refine the project implementation strategy through feedback from the IECI/UNAMI and other concerned parties.

UNEAD will also carefully review all reports, financial and narrative, on the provision of logistical support to IECI and UNAMI.

A report will be drafted by the ACHRS after each Training course. The report will be submitted to UNOPS and UNEAD Amman.

Each participating NGO/CSO will prepare a report after the end of the elections summing up the activities it has carried out and the women and young candidates who benefited from these activities, together with samples of the publications that were prepared during the implementation of the project. This report will also include documentation on expenditure in line with the MOU signed between the respective organization and the ACHRS. The ACHRS will prepare a comprehensive report that will include all these secondary reports.

The ACHRS will prepare the final report on the basis of the results of the evaluation workshop and the secondary reports of the organisations participating in the project.

Provision is made in the project’s budget for the implementation of an external audit if required. The external audit would be implemented by a company/organisation, approved by the UN Board of Auditors.

4 ANALYSIS OF RISKS AND ASSUMPTIONS

4.1 Aside from those issues indicated in 2.2.13, assess other main potential causes of failure, their likelihood of occurrence, and their consequences

1. Short Timeframe for Project Implementation

This project will operate under a tight timeframe regarding the provision of support to 69 NGO/CSO in Iraq through ToT courses and then the arrangement by these organisations of workshops and a promotional campaign to promote the involvement of women and youth in Elections. Similarly, the development of the Awareness Guide will need to be undertaken as soon as possible to allow it to be widely distributed prior to the upcoming elections and second referendum. This situation therefore necessarily entails the rapid initiation and implementation of the necessary project activities. Given these time pressures there is a risk that it might prove difficult to deliver all the project components effectively and with sufficient time for the NGO/CSO to make best use of the support they receive.

2. Political Uncertainty

The current political situation in Iraq is constantly evolving and it is still conceivable that it might not be possible to organise the ToT courses to schedule or for the CSO/NGO to organise their awareness trainings and workshops for the general public. In such a scenario certain project activities, such as the provision of workshops to the public, ToT and the development of a promotional campaign by the NGO/CSO might have to be suspended or extended. In addition, the project's Awareness Guides regarding the importance of women and youth participating in upcoming electoral process, would be best distributed close to future elections in order to increase their impact by reducing the time gap between their issuance and distribution and the actual voting day.

3 Support and Cooperation of the direct project partners (NGO/CSO) and other UN partners

It is essential that this project benefits from a positive working relationship with its partners and other relevant UN bodies in order that it might be able to implement all its activities to schedule. However, as the UNEAD, UNOPS and ACHRS have worked together before and are indeed cooperating now on the Support to Observers' Groups project for the October Referendum and December General Elections, there is not a high likelihood that there will be any difficulties in this regard. Similarly, UNEAD and UNOPS have enjoyed a very healthy working relationship with their sister UN agencies and bodies, so there is a low risk of any problems in this area.

4.2 Indicate the options considered and the steps taken in programme/project design and implementation to address, and minimise or mitigate the potential risks indicated in 4.1 and 2.2.13

1. Short Timeframe for Project Implementation

In its preparatory phase the project has already begun to look at several of the project components in order to be as prepared as possible for when the project starts. UNEAD has been involved in discussion with ACHRS, as to how best to implement this project and to ensure that its expected outputs are achieved.

2.. Political Uncertainty

The project will endeavour to cater for the current level of political uncertainty in Iraq by firstly closely monitoring all developments in this area in Iraq through the project, UNOPS/UNEAD and the wider UN community. While there may be disruption to certain project activities, as noted above, the project will endeavour to ensure that these delays are absorbed by the project and that its time schedules is not overall effected as a result. However, of course, should there be a complete breakdown in the security situation, the project will have to review its plan of action.

3 Support and Cooperation of the project partners

As mentioned above the project partners already have a close working relationship both in the implementing projects together in the past and current projects in which they are cooperating. .

In this respect, both UNEAD and UNOPS have combined successfully on several occasions already in delivering appropriate and effective programmes in Iraq and both UNEAD and UNOS are working together with ACHRS in ensuring the transfer of funds to independent observer groups in Iraq. Therefore, there is already a close working relationship between all the project partners, which will be of benefit in ensuring that the project enjoys a high level of cooperation and coordination between its partners.

The same situation also applies as concerns the project partners relationships with other UN organisations and bodies concerned in this area, as both UNEAD and UNOPS enjoy excellent relations with their sister UN agencies.

Annex A – Project Methodology and Workplan

Empowerment of Women and Youth in Iraqi Electoral Process

1. Background

For the January 2005 Elections, the UN assisted the Iraqi authorities and the IECI through a range of projects including the provision of Support to the Elections Process, Support to the Elections, Technical Assistance to IECI, Provision of Electoral Support to Observer Groups of the Elections, Support for Fair, Safe and Professional Media Coverage and Logistics Support to the IECI. On the basis of the effectiveness of this support and a request from the IECI for continued assistance during the October Referendum and December General Elections processes, the UN in close consultation with its Iraqi partners, is working on developing projects, which will provide the required support in those areas where it is most needed. It should also be emphasised that the support of the UN is vital for Iraq in assisting the country and its people in this transitional phase to becoming a representative democracy.

In this respect, it is imperative that the IECI and the relevant Iraqi authorities continue to receive the appropriate support from the UN, which will facilitate them in the short-term in being able to successfully conduct the ongoing October Referendum and December General Elections and in the longer-term in developing the capacity of IECI.

In addition, to these direct measures to support the IECI and the Iraqi authorities, there is also a need to ensure that the upcoming electoral processes in Iraq are seen by all concerned, including those directly participating in the actual voting and the larger international community, to have been carried out according to the highest standards possible. To promote and attain this kind of acceptance, it is important that there is a wide participation as possible of all sectors of the Iraqi population and in particular those parts of the population that have not played as significant a role as they might have. Therefore, this project will provide support to 69 NGO/CSO working to promote the role of women and youth in the upcoming elections.

2. Implementation Modality and Plan of Work

This section will look at the project implementation modality in terms of its major activities/components including the final evaluation at the project's conclusion. These major activities have been broken up into the following 6 sections for clarity and ease of reference:

i) Seminars in Jordan:

- ii) Drafting the Advisory Guide
- iii) Training sessions in Iraq

iv) Technical Consultations

v) Public Outreach Campaign

- vi) Evaluation Meeting

i) Seminars in Jordan:

Two three day training sessions/workshops will be held in Jordan. The first will be a preparatory seminar, which will include representatives of the NGO/CSO organisations selected to work with this project. Due to the large number of the organisations involved and in order to creating a close sense of networking, cooperation and coordination, each three organisations will select one coordinator to represent them. This means that there will be a total of 23 participants from the 69 NGO/CSO. The preparatory seminar will establish a strategy for the implementation of the overall project activities. The speakers and moderators at this seminar will be approved by UNEAD to ensure they have the proper international technical experience and expertise.

Following on from this preparatory Seminar, the participating NGO/CSO organisations will start conducting seminars in Iraq with the support of the ACHRS international experts. There will be an initial 3 sessions in Iraq (one each in the South, North and Middle) in the form of a 'cascade' exercise so that the project can start bringing the participant organisations together to discuss Youth and Women issues. One of the major outcomes of these sessions will be the creation of a Public Outreach

Strategy by the participant NGO/CSO so that they can start campaigning on Women and Youth issues to the population of Iraq. Issues that will be covered by these sessions, amongst others, will include the:

- Role of women and youth in civil society
- Role of women and youth in political life
- Role of women and youth in local governance
- Understanding of the electoral process and the current transitional period in Iraq
- The United Nations Convention on the Elimination of All Forms of Discrimination against Women [CEDAW]
- The right to participate in international conventions
- Public outreach and communication skills
- Use of the media in public outreach and information awareness
- Meetings with experts in the media, women, to organise forums on voter education

Towards the end of the project in its final month there will be a second seminar, which will deal with the final outcome of the project's activities and inputs, lessons learnt, and evaluate the recommendations of the project's participants regarding the creation of a network for these organisations and to improve their fund raising capabilities and capacity.

ii) Drafting the Advisory Guide

An advisory guide will be prepared for Iraqi women's and youth organisations with attention being focused on the current situation in Iraq. The guide will include information in the form of Q and A, as regards the management of the seminars and workshops, the role of women and young people in political and social life, the importance of the right of participation as stipulated in international conventions, and public communication skills. The written material in the advisory guide will be accompanied by pictures, cartoon drawings and explanatory forms in order to make it easier to understand. All the answers in this brochure will also be drafted in an easy-to-understand way, so that they can be comprehended by non-specialists.

iii) Training sessions in Iraq

Each participating organisation in the project will organise three workshops, each with a duration of three days, in Iraq for the general public. The objective of these workshops will be to enhance the public's understanding of the role of women and youth in a developed and democratic society and the effect of their active participation in this transitional period.

The workshops will be held under the supervision of the local coordinators who participated in the preparatory meeting in Jordan together with the guidance of the international experts. Participants in the three workshops will be provided with the advisory Guide and the public outreach material, which will be prepared by the project. As each of the 69 CSO/NGO participating in the project will hold three workshops this means that there will be 207 sessions, with an average participation of 30 people in each case, held throughout all the governorates of Iraq. The up to 6210 attendees at these sessions will then be encouraged to go out and to reach all sectors of society and spread the message of the importance of the participation of women and youth in future Iraqi electoral processes.

iv) Technical Consultations:

The international team deployed in Iraq will operate in a consultative, advisory and monitoring role with the focus will be on the men and women who participated in the training sessions. The team engaged here will be entrusted with the following:

1. To help women and youth play an effective and independent role in society
2. To provide consultation advice to organisations catering for women and youth as well as other relevant individuals throughout the period of the project

A brochure on the importance of the participation of youth in the political life of Iraq as well as the importance of their active role will be distributed throughout Iraq. This distribution effort will be organised centrally and then the distribution will take place throughout the rest of the

country.

Each organisation will be granted up to \$20,000 depending on individual situation and needs: its size and outreach in the country to be able to sustain its presence and activities for further similar activities, develop a greater presence in the field and to contribute to their logistics and staffing needs. This amount will also be used to assist the 69 NGO/CSO in the conduct of their 3 training sessions in the country, to distribute the public outreach material, purchase needed equipment (e.g. computer, communications equipment), communication and logistics support for their staff and volunteers, and form a network of organisations by the end of this project.

One of the most difficult obstacles facing the NGO/CSO that do not belong to any political party or entity is that of financial support. These organisations, which remain dependant on the limited contributions of individuals, are trapped in a vicious circle whereby they are unable to reach out to the public because of the financial constraints. Supporting those NGOs who are non-political will increase the general level of trust in them by enabling them to reach out to the public without “political support” from any party.

v) Public Outreach Campaign:

Each organisation participating in the project will begin executing the public outreach campaign as decided in the strategy developed at the preparatory session. This campaign will support the effective general participation of women and youth in elections in Iraq, promote the idea of supporting women and youth election to the National Assembly and the importance of participation in the referendum and the local elections expected to take place by the middle of 2006, but will not in any manner endorse or campaign on behalf of any particular candidate. The public outreach campaigns will include the following:

- Advertisement banners in the streets
- Advertisements in the newspapers
- Information Spots on the local radio and television stations
- Publicity brochures and pamphlets
- Seminars and meetings
- Direct contact with the public

Each selected organisation will sign an MOU with the ACHRS to specify the use of the funds and equipment received as well as the public outreach funds. Their use will be strictly for the activities related to elections and in line with the aim of this project. UNOPS/UNEAD will approve the MOU before signing.

vi) Evaluation Meeting

An evaluation meeting to assess the project will be held in the final month of the project. The meeting will be held outside Iraq to enable participants from the North, South and Centre of Iraq to participate. This meeting will be attended by the representatives of the organisations participating in the project and the ACHRS.

e evaluation meeting will have a duration of three days and focus on the following:

- Analysis of the partner NGOs/CSOs, in particular regarding the results in strengthening women and youth awareness, participation and role in the political process.
- The impact of the project on the men and women candidates
- The impact of the project on the Iraqi ordinary citizens
- The obstacles and negative aspects, which have been identified as being faced by youth and women in relation to elections in Iraq during the project
- The positive aspects and constructive signs that can be of assistance to youth and women candidates in future elections
- Evaluation of the technical and administrative performance of the organisations participating in the project
- Fund Raising

➤ **Formation of a Network of organisations based on those participating in the project**

The project plan of work, by phase of activity, is as follows:

	<u>Activities</u>
<u>1</u>	<u>Prepare the working teams in Amman and Iraq</u> <u>Coordinate with the Iraqi organisations nominated for participation in the project</u> <u>Begin preparing the lists of candidates for participation in the Training of Trainers (ToT) sessions together with the selected NGO.CSO</u>
<u>2</u>	<u>Begin preparing the guidance material to promote the increased participation of women and young men in the Iraqi electoral process</u> <u>Complete contacts with the Iraqi organizations and complete preparations of the lists of participants in the ToT sessions</u>
<u>3</u>	<u>Complete work on the guidance material and sending it to the printing press</u> <u>Begin preparations for the introductory seminar</u>
<u>4</u>	<u>Hold four ToT sessions in Iraq, one in the south, one in the north and two in the centre</u> <u>Prepare the lines of the technical consultations in the organisations participating in the project and begin receipt of necessary materials</u>
<u>5</u>	<u>Begin the holding of 207 sessions in Iraq (all governorates)</u> <u>Complete the necessary supplies for the technical consultations lines</u> <u>Begin supplying the materials for the publicity campaigns encouraging participation</u>
<u>6</u>	<u>Hold 207 sessions in Iraq with three per organisation</u>
<u>7</u>	<u>Begin preparing the reports on the organisations.</u> <u>Begin preparing the follow-up evaluation meeting in northern Iraq.</u>
<u>8</u>	<u>Follow up on the financial and administrative reports with the organisations participating in the project.</u>
<u>9</u>	<u>Hold the evaluation meeting in northern Iraq and announce the forming of the network of CSO/NGO organisations</u>

4.3 Indicate any undertakings or agreements made with partners which impact on programme/project implementation. Indicate how observance of undertakings will be monitored and the implications of non-compliance.

At present there are no formal undertakings or agreements between the project partners. However, this project document has been prepared as a joint effort by UNEAD, ACHRS and UNOPS, and upon its approval it will be adhered to by all three organisations.

An evaluation meeting to assess the project will be held at the conclusion of the project. The meeting will be held in northern Iraq and will be attended by the representatives of the organisations participating in the project. The meeting will also be attended by the ACHRS.

While there are no formal undertakings currently in force with project partners prior to the acceptance of this project, all agreements that are entered into following the approval of this project will be monitored by the project's reporting system together with feedback/reports from the project partners.

Furthermore, provision has been made in the project document for the implementation of an external audit, should one be required.

PROJ BUDGET
PROJ NO: G11 - 13
PROJ TITLE: Empowerment of Women and Youth in Iraqi Electoral Processes

Budget Category	Item Description	Unit	Unit Cost in USD	Qty/ Duration	Total Budget in USD	ESTIMATED UTILIZATION OF RESOURCES in USD		
						Budget	Commitment	Disbursement
1. PERSONNEL								
1.1 National Programme/Project Personnel								
	Project Officer (Jordan)	1	4,500	9	40,500	40,500	40,500	40,500
	Local Coordinator (Iraq)	23	500	9	103,500	103,500	103,500	103,500
	Project Assistant	1	1,100	9	9,900	9,900	9,900	9,900
	Administrative Assistant	1	1,000	9	9,000	9,000	9,000	9,000
1.2 International Programme/Project Personnel								
	Project Officer (Iraq)	2	12,500	9	225,000	225,000	225,000	225,000
1.3 National Consultants								
1.4 International Consultants								
2. CONTRACTS								
	Booklet design	1	9,500	1	9,500	9,500	9,500	9,500
	Booklet printing	10,000	3.75	1	37,500	37,500	37,500	37,500
	Booklet distribution	10,000	2.75	1	27,500	27,500	27,500	27,500
	Public outreach campaign	1	300,000	1	300,000	300,000	300,000	300,000
	Operational Support to Iraqi NGOs	69	20,000	1	1,380,000	1,380,000	1,380,000	1,380,000
	External Audit	1	15,000	1	15,000	15,000	15,000	15,000
3. TRAINING								
4. EQUIPMENT								
5. SUPPLIES & COMMODITIES								
6. TRANSPORT (ONLY FOR WFP PROJECTS)								
7. TRAVEL								
	Out-of-country training							
	Air tickets participants	23	1,500	2	69,000	69,000	69,000	69,000
	Hotel transfers	2	250	2	1,000	1,000	1,000	1,000
	Full-board accomodation	23	125	10	28,750	28,750	28,750	28,750
	Facility	1	2,500	2	5,000	5,000	5,000	5,000
8. PROGRAMME/PROJECT SUB-TOTAL								
					2,261,150	2,261,150	2,261,150	2,261,150
9. MISCELLANEOUS (Should Not Exceed 3% of BL 8)								
	Stationery	1	500	2	1,000	1,000	1,000	1,000
	Communications	1	1000	9	9,000	9,000	9,000	9,000
	Miscellaneous				100,000	100,000	100,000	100,000
					110,000	110,000	110,000	110,000
10. SECURITY (Should Not Exceed 2% of BL 8)								
	Security contract	1	390,000	1	390,000	390,000	390,000	390,000
11. AGENCY MANAGEMENT SUPPORT COST (Including Monitoring & Reporting) 3%								
					82,835	82,835	82,835	82,835
12. PROGRAMME/PROJECT BUDGET TOTAL								
					2,843,985	2,843,985	2,843,985	2,843,985

Budget Category	Item Description	Unit	Unit Cost in USD	Qty/ Duration	Total Budget in USD	ESTIMATED UTILIZATION OF RESOURCES in USD		
						2006		
						Budget	Commitment	Disbursement
1. PERSONNEL								
1.1 National Programme/Project Personnel								
	Project Officer (Jordan)	1	4,500	9	40,500	40,500	40,500	40,500
	Local Coordinator (Iraq)	23	500	9	103,500	103,500	103,500	103,500
	Project Assistant	1	1,100	9	9,900	9,900	9,900	9,900
	Administrative Assistant	1	1,000	9	9,000	9,000	9,000	9,000
1.2 International Programme/Project Personnel								
	Project Officer (Iraq)	2	12,500	9	225,000	225,000	225,000	225,000
1.3 National Consultants								
1.4 International Consultants								
2. CONTRACTS								
	Booklet design	1	9,500	1	9,500	9,500	9,500	9,500
	Booklet printing	10,000	3.75	1	37,500	37,500	37,500	37,500
	Booklet distribution	10,000	2.75	1	27,500	27,500	27,500	27,500
	Public outreach campaign	1	300,000	1	300,000	300,000	300,000	300,000
	Operational Support to Iraqi NGOs	69	20,000	1	1,380,000	1,380,000	1,380,000	1,380,000
	External Audit	1	15,000	1	15,000	15,000	15,000	15,000
3. TRAINING								
4. EQUIPMENT								
5. SUPPLIES & COMMODITIES								
6. TRANSPORT (ONLY FOR WFP PROJECTS)								
7. TRAVEL								

<i>Out-of-country training</i>							
Air tickets participants	23	1,500	2	69,000	69,000	69,000	69,000
Hotel transfers	2	250	2	1,000	1,000	1,000	1,000
Full-board accomodation	23	125	10	28,750	28,750	28,750	28,750
Facility	1	2,500	2	5,000	5,000	5,000	5,000
8. PROGRAMME/PROJECT SUB-TOTAL				2,261,150	2,261,150	2,261,150	2,261,150
9. MISCELLANEOUS (Should Not Exceed 3% of BL 8)							
Stationery	1	500	2	1,000	1,000	1,000	1,000
Communications	1	1000	9	9,000	9,000	9,000	9,000
Miscellaneous				100,000	100,000	100,000	100,000
				110,000	110,000	110,000	110,000
10. SECURITY (Should Not Exceed 2% of BL 8)							
Security contract	1	390,000	1	390,000	390,000	390,000	390,000
11. AGENCY MANAGEMENT SUPPORT COST (Including Monitoring & Reporting) 3%				82,835	82,835	82,835	82,835
12. PROGRAMME/PROJECT BUDGET TOTAL				2,843,985	2,843,985	2,843,985	2,843,985