



**UNITED NATIONS DEVELOPMENT GROUP
IRAQ TRUST FUND**

Programme Cover Page

Participating UN Organisation(s):
UNOPS

Sector Outcome Team(s):
Governance

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Programme Title:
Capacity Strengthening of the MoPDC to Support the Process of a National Development Plan for Iraq

Programme Number:
C9-31

Programme Description (limit 1,000 characters):
This project will provide assistance to support the Government of Iraq by making available technical expertise, as required/identified by the MOPDC, to support the National Development Plan implementation process in Iraq, aiding the finalisation of the current process while also laying foundations for a longer term coordination planning structure. Support, to be provided through an external management firm, will include but is not limited to providing policy guidance and reform technical expertise as well as assistance in initiatives to ensure integration of foreign and national resources in achieving development goals. This will strengthen the capacity of MoPDC to lead the implementation of the NDP as well as the overall development planning process.

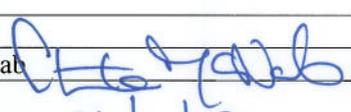
Programme Costs:	Programme Location:
UNDG ITF: USD 956,000	Governorate(s): Baghdad
Govt. Contribution:	District(s): n/a
Agency Core:	Town(s): n/a
Other:	
TOTAL: USD 956,000	

Govt of Iraq Line Ministry Responsible:
Ministry of Planning and Development Cooperation

Programme Duration:
Total # of months: 12
Expected Start date: 01 March 2010
Expected End date: 28 February 2011

Review & Approval Dates	
Line Ministry Endorsement Date:	19 November 2009
Concept Note Approval Date:	19 November 2009
SOT Approval Date:	17 February 2010
Peer Group Review Date:	2 March 2010
ISRB Approval Date:	1 April 2010
Steering Committee Approval Date:	26 April 2010

Signatures of Agencies and Steering Committee Chair

I.	Name of Representative	Gerhard Pansegrouw
	Signature	
	Name of Agency	UNOPS IQOC
	Date	26/4/10
II.	Name of Steering Committee Chair	Christine McNab
	Signature	
	Date	26/4/10

National priority or goals (NDS 2007- 2010 and ICI as per the Joint Monitoring Matrix 2008):

NDS: Strengthen good governance and improve security.

ICI: 4.2 Strengthening institutions to improve governance.

Sector Team Outcome(s):

Outcome 4: Strengthened institutions, processes and regulatory framework of national and local governance.

Integrated Programme/Project Outcome(s):

Strengthened institutions, processes and regulatory framework of national and local governance.

**Detailed Breakdown of Budget by Source of Funds and
Distribution of Programme Budget by Participating UN Organisation**

Participating UN Organisation	Portion from ITF Budget (US \$)
UNOPS	USD 956,000
Total ITF Budget (US \$)	USD 956,000

Total budget (in US \$):	\$ USD 956,000
Sources:	
• Government	\$ _____
• ITF (EC, earmarked) *	\$ USD 956,000
• ITF (un-earmarked)	\$ _____
<u>UN Core/non-core sources</u>	
• UN Org (specify:)	\$ _____
• UN Org (specify:)	\$ _____
• UN Org (specify:)	\$ _____

*EC earmarked funds for Democratic process & Compact Secretariat sub sectors (under Governance SOT)

1. Executive Summary

A multitude of international and national players in Iraq have created various development strategies and investment plans over the last six years. However, the lack of comprehensive coordination amongst the various stakeholders has resulted in missed opportunities for coordination and maximisation of available resources. The development of the first Five Year National Development Plan (NDP) for Iraq, together with the shifting of the ICI and the development of the Poverty Reduction Strategy (PRS), offers a critical opportunity to support the Government in a fully Iraqi owned and led national economic and human development plan. The NDP will help to indicate needs and concerns, as well as inform donor coordination. An effective and functional structure for the national development planning process is essential in helping the Iraqi authorities to i) improve their resource management and ii) provide ownership to both agreed priorities as well as a plan of action for addressing these needs.

This project will therefore provide technical assistance as identified by the GoI to support the establishment of a national structure for national development planning processes in Iraq (GoI). Activities will help to finalise the current process, while laying foundations for longer term strategic planning. An external management firm will be hired to support the NDP process, as determined by the UNCT (led by UNAMI) and the Government of Iraq (led by the Ministry of Planning and Development Cooperation [MoPDC]).

Using the successful modality created through its support to the ICI Secretariat, UNOPS and UNAMI will provide the necessary technical support, as identified by and with the GoI, through a management consultancy.

The following partners will implement the project:

- UNAMI – Office of the DSRSG Humanitarian – Technical partner.
- MoPDC – Joint technical partner.
- UNOPS – Executing agency: procurement, contracting, financial monitoring and evaluation.

2. Situation Analysis

Historically, the Government of Iraq (GoI) has prepared annual development strategies and plans, with a firm formula for revenues and their investment into the country and services for the population. However, the drop of global oil prices means that the government must now consider more critically how its resources are allocated. The GoI must also have a longer-term strategy to allow for the development of both human capital and revenue producing sectors in a sustainable growth pattern. To that end, the Five Year National Development Plan (NDP) process was initiated in early 2009, comprised of unprecedented sectoral analyses, stakeholder consultations, and engagement with the UN and the World Bank. The NDP process was supported by the USAID Tatweer Project, supplemented by the provision of international Iraqi consultants by the UN.

The importance of the NDP as the guiding framework for all development assistance for Iraq cannot be underestimated. It is therefore imperative that this first foray of the GoI, and particularly the MoPDC, into development planning (rather than past annual investment planning) is successful. However, the successful implementation of any national plan requires highly coordinated, well-integrated and collective efforts of its stakeholders. Strengthening GoI's capacities for national planning processes will require the deployment of significant resources, both from within Iraq as well as the development partners, who have shown tremendous commitment and dedication to the reconstruction and peace building of Iraq. The international community however has dwindling resources for Iraq's development agenda, and are keen to see how the NDP will be realised and operationalised, particularly in terms of the use of GoI resources.

The MoPDC has learned from this experience in development planning, and will use both expertise and lessons learned to successfully set the grounds for implementation of the NDP. Based on consultation with the stakeholders, including the development partners, the MoPDC will put in place

appropriate mechanisms to ensure strengthened capacities for undertaking and implementing national plans. At the request of the GoI, the UN will make available through this project experts to support the ongoing and subsequent implementation processes. These experts will have added value in terms of both personal expertise and facilitation skills, helping the GoI to streamline its development coordination / planning structures and processes.

3. Lessons Learned, NDS and ICI Relevance, Cross-Cutting Issues, and Agency Experience in Iraq/in the Sector

3.1. Background

UNOPS will execute this project, with technical supervision provided by UNAMI. This project will provide capacity support and development to enable the GoI in general, and the MoPDC in particular, to more easily realise its goals under the various strategies currently in existence (ICI, PRS, etc.) while also meeting its obligations under the several international conventions and treaties to which it is signatory. At the centre are the Millennium Declaration/Development Goals (MDGs) and the Paris Declaration; two instruments that guide both the targets to be achieved in development as well as the approach to be taken in terms of national ownership and leadership of the development process. Through the integration of existing strategies and structures into a single streamlined and focused mechanism, the GoI will be assured of greater success in achieving the related goals and targets.

3.2. Lessons Learned

The undg ITF project “Support to the ICI Secretariat (C9-22)” was designed to provide similar support to the Government of Iraq, supplying experts to support and enhance the efforts of the GoI in realising the ICI. Two key lessons were learned from this project.

First, it is critical to ensure the entity being supported within the Government has a single location and the ability to have office space to house consultants. The ICI Secretariat had limited office space and consultants had to work remotely from within different office buildings. It was also variously housed within the Prime Minister’s Advisory Board, the Ministry of Finance and the Deputy Prime Minister’s Office. Therefore, it is recommended that the GoI contribution needs to be a commitment to a single physical space to support consultants for optimal results.

The second lesson learned concerns the empowerment of the Government body that requires support. During C9-22 there were consistent challenges with the Government counterpart not being empowered to make decisions or control its own budget. These lessons learned will be raised with the Government during the discussions on setting up structures in support of the NDP process.

3.3. Assessment of Cross-Cutting Issues

This project is quite limited in its scope, and will not have activities directly addressing the cross cutting issues of human rights, gender, environment, and employment. However, all of these elements are part of the various strategies being addressed, and therefore this project may indirectly impact the GoI’s approach to these issues.

a) Human Rights: The project will ensure that the GoI remains seized of its human rights obligations in its planning processes and that human rights based approach is utilised during programming processes.

b) Gender: This project will take into account the position of women and men in Iraq by, for example, encouraging the MoPDC to ensure that developed programmes/projects will be gender sensitive and include active female participation. At the project level, the equal participation of men and women will be encouraged in its implementation and the management consultancy selected to provide assistance to the MoPDC will be encouraged to ensure, to as great a degree as possible, that their team of consultants has gender balance.

c) Environment: Although this project is not dealing with environment issues the improvement in access to donor funds together with a more improved usage of access funds will, in relation to

vulnerable and marginalised groups, also have a knock-on benefit for any environmental programs earmarked for such funds.

d) Employment: The anticipated increase in and ameliorated use of donor funds by the Iraqi authorities through an improved overall international funds mobilisation process should ideally lead to an overall improvement in the Iraqi economy and thence to a boost in employment opportunities and prospects for the overall Iraqi population.

3.4. Agency Experience in Iraq

UNOPS: UNOPS provides project management services to the UN, international financial institutions (incl. bilateral donors, development banks, and other non-private and non-profit entities), and governments. UNOPS began operations in Iraq in the late 1990s and the structure of its current Iraq Operations Centre was established in 2004. The total budget value of UNOPS operations in Iraq since 2004 exceeds USD 240 million. Current project activities range widely and include electoral support, local development and employment creation, constitutional support and human rights, support to IDPs, water and sanitation, waste management, rehabilitation of maternity wards, demining, environmental support, and support services to the International Compact with Iraq.

UNAMI and UNOPS have cooperated and worked together successfully on Human Rights, Electoral Programmes, Constitutional Support, Technical Assistance and Support to the International Compact with Iraq Secretariat. The collaboration has proved effective and consistent with UNMAI providing technical input and UNOPS providing project management and overseeing implementation.

UNAMI: The United Nations Assistance Mission for Iraq (UNAMI) is responsible for the overall coordination of the United Nations Country Team in Iraq, and has as its mandate the obligation to support the GoI in its progress towards peace, reconciliation, human security and development. Although not a direct recipient of UNDG ITF resources, UNAMI partners regularly with other UN organisations, providing technical expertise in support of the Constitution, political analysis and advice, human rights monitoring and advocacy, electoral processes, and humanitarian and development assistance.

Through such initiatives that include supporting wide ranging sectors of the Iraqi administrative and governing authorities as well as sizable sectors of Iraqi Civil Society, UNAMI and UNOPS have an in-depth knowledge and understanding of the development needs of Iraq and where funding could be of most benefit. Moreover, both agencies, in particular UNAMI, have acquired a great deal of expertise in working alongside and within Iraqi administrative bodies, the provision of support to the Management Consultancy engaged to provide technical assistance to the ICI/Secretariat and in supporting the selected service provider by acting as a liaison with other UN agencies, development partners and any other relevant stakeholders.

4. The Proposed Integrated Programme

4.1. Project Strategy

Over the past six years, various international and national players have generated development strategies, investment plans and other related structures for Iraq, leading to missed opportunities for coordination, synergies and inclusion. The creation of the first-ever Five Year National Development Plan (NDP) for Iraq, in synchrony with the realignment of the ICI and the development of the Poverty Reduction Strategy (PRS), offers a critical but time bound opportunity to support the Government in a fully Iraqi owned comprehensive national economic and human development plan, with the NDP as the centre to signal needs and priorities and inform donor coordination. An effective structure with improved capacity to support the National Development Plan implementation process is essential to achieve the combined benefit of assisting the Iraqi authorities in improving management of their own resources while also giving ownership to agreed priorities and a plan of action for addressing these needs.

Using the successful modality created through its Support to the ICI Secretariat project, UNOPS and UNAMI will provide the necessary technical assistance, as identified together with the GoI, through a

management consultancy. The consultancy will be selected through a competitive and transparent bidding process organised by UNOPS in close consultation with UNAMI and the MoPDC.

Upon its selection, the management consultancy will mobilise consultants identified as needed by UNAMI and the MoPDC to support the relevant GoI counterparts. Consultants will work with GoI staff to ensure transition to an Iraqi-led national development model through the required technical support. UNOPS will follow and monitor the implementation of the project, initiate corrective action when required, establish links with other stakeholders (UN, development partners) and follow up on specific project activities and outcomes to ensure quality of service and timely delivery of project outputs.

The choice of this modality for implementation is based on past experience with the ICI Secretariat as well as the desire to utilise a neutral mechanism for the process of selecting experts. UNOPS does not have a sectoral mandate, but rather is specialised in the provision of such services to all UN agencies and counterparts. Similarly, UNAMI by virtue of its mandate brings to the process its existing relations with the GoI as well as its broader perspective regarding the implications of the creation of a systemic structure to guide the development planning process.

The result of this project will be the support to the refining and streamlining of the development planning processes of the GoI, through the support to the creation of an overarching planning structure. It is expected that this project will mobilise at least 5 technical experts who, in addition to providing specialist knowledge will mentor GoI staff. In addition, the technical experts will be expected to help ensure that the NDP puts in place coordination mechanisms between the MoPDC and relevant line ministries. Finally, it is expected that there will be a harmonised review and reporting mechanism for both the NDP and the UNDAF.

UNOPS will be directly responsible for the implementation of the project, reporting on a quarterly basis to the NDP Steering Committee. UNAMI and the GoI will be asked to review and assist in the monitoring of the technical performance of the recruited expert consultants. UNOPS will monitor the performance of the management consultancy as per the operational requirements. UNOPS will be responsible for narrative and financial reporting to the UNDG/ITF as well as reporting against the target outputs and indicators of the UNCT's Governance Sector Outcome Team.

UNAMI will act as facilitators to the process, working closely with GoI structures to ensure that the needs are clearly identified and translated into technical support throughout the project. UNAMI in conjunction with the MoPDC and the NDP Steering Committee will produce the relevant TORs for the technical experts, which shall include elements of mentoring and training. As the implications of the process go beyond the immediate implementation of the NDP, government offices other than the MoPDC will also be engaged, such as the Prime Minister's Office, the Office of the Deputy Prime Minister for Economic and Social Affairs, the National Security Advisor and the Ministry of Finance. They will have representation on the NDP Steering Committee, and are considered the direct beneficiaries of this project. Indirect beneficiaries will include the Council of Representatives, key policymakers nationwide, civil society, the private sector, and the population of Iraq as a whole.

5. Results Framework

TABLE 1: RESULTS FRAMEWORK AND INDICATORS

Programme Title:	Support to National Development Plan for Iraq						
NDS/ICI priority/ goal(s):	NDS: Strengthen good governance and improve security. ICI: 4.2 Strengthening institutions to improve governance.						
UNCT Outcome	Strengthened governance institutions and processes for political inclusion, accountability, rule of law, and efficient service delivery.						
Sector Outcome	Outcome 4: Strengthened institutions, processes and regulatory frameworks of national and local governance						
JP Outcome 1	Strengthened institutions, processes and regulatory frameworks of national and local governance			NDS / ICI Priorities:			
IP Outputs	UN Agency Specific Output	UN Agency	Partner	Indicators	Source of Data	Baseline Data	Indicator Target
JP Output 1.1: GoI has improved institutional capacities to undertake NDP process	GoI has improved institutional capacities to undertake NDP process	UNOPS	MoPDC	National planning coordination unit is established at MoPDC	Programme progress report	No	Yes
				Number of technical experts provided to support national planning process	Programme progress report	0	5 ¹
				Number of GoI staff mentored on planning monitoring and evaluation	Expert reports	0	10 ²
				Percentage of staff members satisfied with usefulness and relevance of mentoring	Post mentoring survey	0	80%
JP Output 1.2: MoPDC has coordinated mechanisms to implement NDP processes	MoPDC has coordinated mechanisms to implement NDP processes	UNOPS	MOPDC	Coordination mechanisms between MoPDC and line ministries are in place	Programme progress report	No	Yes
				Harmonised reporting and review mechanisms for national development plans are in place	Programme progress report	No	Yes

¹ The technical experts are expected to provide support in the thematic areas of policy, programming and administration. It is expected that this indicator will be updated once the thematic or sectoral area of support have been identified further to the creation of the project management board and the initial needs assessment.

² The exact numbers of staff receiving mentoring will be confirmed depending upon the specific department the expert will support. This will be updated.

6. Management and Coordination Arrangements

6.1. Project implementation and supervision arrangements

The project will be executed by UNOPS and will be supported by UNAMI in Baghdad and Amman through provision of technical supervision. Management and oversight of the project will be according to UNOPS' standard procedures and other reporting requirements agreed between UNOPS, UNAMI and the UNDG/ITF.

All project activities shall be carried out in accordance with this project document and the attached work plan. Any changes or additions in the work plan or the type of support to be provided by UNOPS will be issued in writing by the responsible UNAMI personnel. Upon receipt of such changes in instructions, UNOPS will alter the relevant budget requests submitted to UNDG/ITF to reflect the new requirements and seek approval from the funding source if necessary. Through the use of consultants, it is anticipated that there will be no problem in terms of security slots restrictions – all consultants will be based in Baghdad. The selected management consultancy contractor will be responsible for overall security of the consultants as part of the contractual obligations. UNOPS will be responsible for liaising regularly with SSI to ensure that the latest security protocols are observed, as well as to facilitate any security support that may be required for specific missions of the consultants into the red zone or other parts of the country.

Overall management of this project shall come under the direction of a part-time (50%) international UNOPS Project Manager based in Iraq, who will ensure that the Project's objectives are realised through the delivery of the outputs by the Project's implementing partners delivering their project components to schedule and taking the required corrective action whenever necessary. S/He will be supported by a part-time national project assistant (based in Amman), and will liaise regularly with the UNAMI Project Liaison Officer, a National Officer to be based within the NDP mechanism to ensure cohesions and harmonisation of decisions.

Recruitment of project personnel will be carried out in line with UNOPS HR rules and procedures. At all times, project personnel will operate according to the appropriate UN procedures (including UN-DSS rules for deployment and mission travel). Any personnel engaged by project sub-contractors will come under the responsibility of the contracted organisation/company.

The following table provides information on the project personnel to be involved:

No	Position Title	Full/part-time	National/international	Location
1	Project Manager <ul style="list-style-type: none"> Main responsibilities: project management, oversight, financial and narrative reporting 	50%	International	Baghdad/Iraq ³
2	UNAMI Liaison Officer <ul style="list-style-type: none"> Main responsibilities: provide support to the project through liaison with GoI counterparts, UNOPS PM, and UNAMI sections as appropriate. 	100%	National	Baghdad/Iraq
3	2 x Project Associate <ul style="list-style-type: none"> Main responsibilities: financial analysis (proposals, financial progress and final reports) 	50% (Amman) 25% (Baghdad)	National	Amman/Jordan (for proximity to UNOPS Finance and Procurement units) Baghdad/ Iraq reporting requirements MoPDC proximity

³ If not possible due to UNDSS restrictions/non-availability of UN slots then Amman/Jordan with frequent missions to Iraq.

All payments made by UNOPS to service providers and suppliers under this project will be carried out in line with UNOPS standard procurement rules (including verification that cost items are reasonable and in line with market rates etc.), requiring review and approval by the relevant procurement authority. The project will be subject to standard UNOPS reviews and audits.

6.2. Delivery mechanism

The project will be implemented by UNOPS in close consultation and in coordination with its project partners, particularly UNAMI and the MoPDC. In order to provide dedicated and consistent management to this project, UNOPS will appoint an appropriately selected project manager to oversee implementation of its activities and realisation of its outputs and objectives.

The management consulting firm, engaged by the project, will be entirely responsible for the security of its own office personnel. This will be reflected in the contract awarded by UNOPS.

The security of all UN staff in Iraq is coordinated with UNDSS and UNAMI SSI, in cooperation with the Iraqi counterparts. Any UN personnel involved with this project, including the Project Manager, will adhere to their security directions.

Project activities will take place inside Iraq. The project will deliver a range of outputs, including the entire procurement process to select and engage an appropriate Management Company to provide required support to the NDP structure; recruitment of required consultants to support key Government counterparts; and ensuring skills required by the contributors to the NDP are in place for them to successfully carry out their roles and responsibilities.

6.3. Line ministry counterparts and management role

An NDP Steering Committee will be created, with its location to be determined by the GoI. The Steering Committee will be comprised of representatives from the PMO, ODPM, MoF, MoPDC, National Security Office, and with secretariat support from the UNOPS PM and UNAMI Liaison Officer. The SC will meet quarterly, to provide oversight to the project, as well as to receive progress reports from UNOPS. It will be responsible for monitoring the work plan and the selection process of experts, reviewing the ToRs. Towards the end of the project implementation period, the SC will oversee a lessons learned/internal evaluation process to determine if additional support is required and its nature. The MoPDC will also be asked to assign a NDP Focal Point with whom UNOPS and UNAMI will coordinate on a daily basis.

6.4. Sector Outcome Team Cooperation

This project will ultimately have an impact on the manner in which the UN Country Team works in Iraq, and therefore quarterly updates will be provided to the Deputy SRSG for Humanitarian and Development Assistance (who also serves as the Resident Coordinator) to share with other agencies. Updates will also be shared with the eight UNCT Sector Outcome Teams to ensure that there is no overlap with the agencies direct support to line ministries.

7. Feasibility, Risk Management and Sustainability of Results

7.1. Feasibility

This project was designed based on methodologies and experience in similar activities implemented through UNAMI/UNOPS and their international and national partner organisations from 2004 to 2009. Based on this successful achievement of project objectives in the past, as well as the proven capacity of the implementing partners, it is expected that the envisaged outcome of this project will also be feasible within the parameters defined in this document. Similarly, as this project is the result

of a direct request for assistance from the GoI, the political will to support the process is present, thereby increasing the feasibility of completing all intended interventions. The project focuses on strengthening MoPDC's long-term capacity to effectively plan and coordinate a national planning process. This focus should therefore mitigate any associated risks resulting from non-approval of the current NDP draft or a failure in its implementation because of its missing linkage to the national budget ought to not have bearing on the expected results of this project.

7.2. Risk Management

Security

As with all projects in Iraq, the issue of security will be crucial to the overall realisation of the project's key objectives. The issue of security will be of particular importance with respect to the work of the management consultancy engaged to provide support to the NDP. This project will work under the assumption that the security situation will not deteriorate to such an extent that it will inhibit the attainment of the project's objectives. However, at the same time UNAMI, UNOPS and the project manager will constantly monitor and evaluate the overall security situation in Iraq to ensure that even should it deteriorate further this will not prevent the implementation of a successful project and/or the necessary security precautions will be put in place to deal with such a deterioration.

Elections

The project will be initiated as Iraq undertakes its second Parliamentary elections. While this may represent some challenges in terms of preoccupation of counterparts during the election and early post election periods, it is anticipated that the caretaker administration will honour the commitment to undertake this process of reform, and will support the process. Similarly, the process of identifying the management consultancy and undertaking initial consultations in terms of needs assessment should be unaffected by the electoral process.

7.3. Sustainability of Project Results

It is anticipated that this project will be able to contribute to significantly improving and enhancing the efficiency with which Iraq employs its own resources by supporting the National Development Plan. Moreover, the project will promote and increase the effectiveness of the International Development Partners' support by strengthening the capacity of the MoPDC so that it might optimally support the GoI in:

- 1) Identifying and signalling to the international donors its most urgent and pressing needs;
- 2) Formulating policies, programmes and projects in these areas; and
- 3) Monitoring and evaluating the implementation of these policies, programmes and projects

It is important that the GoI is in a position to assume control of implementing the NDP. Failure on the part of the GoI to take over all elements of the NDP and the planning processes it implies at the end of the project period could lead to disillusionment on the part of international donors. This would in turn have a very negative impact on their willingness to either continue or even increase the levels of support they are currently providing. By focusing on institutional development rather than individuals within institutional structures or systems, the project hopes to secure greater sustainability of the processes by the end of the implementation period. The lessons learned/internal assessment process at the end of the project will also contribute to planning for the next steps for strengthening the GoI's planning and coordination capacities.

8. Monitoring, Evaluation, and Reporting

8.1. Monitoring and Evaluation (M&E)

UNOPS will be responsible for all monitoring and evaluation requirements related to the UNDG ITF, as well as what may be required by its own agency policies and procedures.

The project will be subject to a continuous monitoring process that is consistent with UNOPS' in-house best practices (e.g. the review of daily work logs for consultants). Monitoring and Evaluation will be carried out through the following means:

- In consultation with the UNAMI Liaison Officer and the MoPDC NDP Focal Point, the UNOPS Project Manager will compile quarterly progress reports for the NDP Steering Committee, monitoring the implementation of the work plan as well as the resources. The report will also present evaluations of experts' work that have completed assignments within the reporting period. This latter element will be prepared in conjunction with the MoPDC NDP Focal Point and any other counterpart with whom the expert worked. A template will be devised by UNOPS to facilitate this process.
- The MoPDC NDP Focal Point will compile a quarterly progress report on GoI activities detailing progress achieved in terms of the work plan, the problems and constraints emerging over the period and recommendations to overcome them. S/He will also participate in the development of the Terms of Reference for the experts, the selection process of experts, and the overall supervision of their daily work, on behalf of the MoPDC and the Steering Committee.
- In the penultimate month of the project, there will be an internal evaluation of the project, overseen by the SC and supported by UNOPS and UNAMI. If the funds permit a lessons learned event will be organised.

The project will also be subject to UNOPS' standard audits (coordinated through UNOPS HQ).

8.2. Reporting

- UNOPS will be responsible for all reporting requirements related to the undg ITF, as well as reporting as may be required by its own agency policies and procedures. This will include but not be limited to:
- Quarterly progress reports to the SC prepared by the UNOPS Project Manager.
- Monthly narrative and financial reports to UNOPS prepared by the contracted management consultancy
- The MOPDC NDP Focal Point will compile a progress report every quarter on activities detailing progress achieved in terms of the work plan, the problems and constraints emerging over the period and recommendations to overcome them.
- A final report, prepared in consultation with the NDP Steering Committee, will be consolidated by UNOPS Project Manager. The report will contain recommendations from the internal evaluation process, as well as present the overall achievements, challenges and results of the project. It will also contain the final financial report.

9. Work Plan and Budget

Work Plan for: Support to National Development Plan for Iraq

Period Covered: 01 March 2010 – 28 February 2011

Sector Outcome (s): Outcome 4: Strengthened institutions, processes and regulatory framework of national and local governance							
JP Outcome(s): Strengthened institutions, processes and regulatory frameworks of national and local governance							
UN Organisation-specific Annual targets	Major Activities	Time Frame (by activity)				Implementing Partner	PLANNED BUDGET (by output)
		Q1	Q2	Q3	Q4		
JP Output 1.1: GoI has improved institutional capacities to undertake NDP process							
UNOPS	1.1.1 UNOPS, together with other relevant stakeholders defines ToRs for the external management company	X	X			MoPDC	764,800
	1.1.2 Submission of ToRs to GoI for approval	X	X				
	1.1.3 Approval of ToRs by GoI	X	X				
	1.1.4 Publish Expression of Interest (EoI) on UN/ UNOPS website	X	X				
	1.1.5 Alert companies with proven and current Iraq experience and relevant expertise to EoI	X					
	1.1.6 Transmission of Request for Proposal to potential contracting companies based on positive responses to EoI	X	X				
	1.1.7 Evaluation of received proposals by UNOPS with the participation of the MoPDC and UNAMI	X	X				
	1.1.8 Selection of management consultancy based on evaluation		X				
	1.1.9 Engagement by UNOPS of selected management consultancy company to provide the services as specified in the ToRs, and as proposed in the company submission		X				
	1.1.10 Assignment of part-time Project manager to follow and monitor the implementation of the project and initiate corrective action when required	X					
	1.1.11 The management consultancy company will engage consultants		X	X	X		
JP Output 1.2: MoPDC has coordinated mechanisms to undertake NDP process							
UNOPS	1.2.1 The consultants will work with the GoI staff		X	X	X		191,200
	1.2.2 Internal evaluation exercise conducted				X	MoPDC, UNAMI	
Total UN organisation UNOPS							USD 956,000
Total Planned Budget							USD 956,000

Project Budget:

PROGRAMME BUDGET		ESTIMATED UTILIZATION OF RESOURCES (US\$)	
CATEGORY	AMOUNT (US\$)	2010	2011
1. Supplies, commodities, equipment and transport	14,600	10950	3,650
2. Personnel (staff, consultants and travel)	223,200	167,400	55,800
3. Training of counterparts	0	0	0
4. Contracts	619,965	464,974	154,991
5. Other direct costs not to exceed 5% of 1-4	42,000	31,500	10,500
Total Programme Costs	899,765	674,824	224,941
Indirect Support Costs not to exceed 6.25% of 1-5	56,235	42,176	14,059
TOTAL	956,000	717,000	239,000

PROGRAMME BUDGET					ESTIMATED UTILIZATION OF RESOURCES (US\$)	
CATEGORY	ITEM DESCRIPTION	UNIT COST	NUMBER OF UNITS	AMOUNT**	2010	2011
1. Supplies, commodities, equipment and transport						
	Office / IT Equipment / Communications	5,000	1	5,000		
	Stationery and Office Supply	500	12	6,000		
	Communications cost	300	12	3,600		
	Sub-Total"1"			14,600	10950	3,650
2. Personnel (staff, consultants and travel)						
	Project Manager	12,000	6	72,000		
	Project Associate	3,000	9	27,000		
	Project Specialist	3,600	12	43,200		
	International Travel and DSA	6,500	6	39,000		
	Life support	7,000	6	42,000		
	Sub-Total"2"			223,200	167,400	55,800
3. Training of counterparts						
	Sub-Total"3"			0	0	0
4. Contracts						
	Contract for recruitment, life support, security and mobilization of NDP consultants	619,965	L/S	619,965		
	Sub-Total"4"			619,965	464,974	154,991
	Sub - Total (1-4)			857,765		
5. Other direct costs**						
	Office rent, utilities, vehicle rental	1,000	12	12,000		
	Allocable Costs	4,000	1	4,000		
	Sundry	10,000	1	10,000		
	Security 2%			16,000		
	Sub-Total"5"			42,000	31,500	10,500
Total Programme Costs				899,765		
Indirect Support costs*** (6.25%)				56,235		
GRAND TOTAL****				956,000		

Budget narrative:

Direct costs

1. The major budget item is the contract of a recruitment company to deploy experts to support the NDP process. The cost components expected will be life support, security, transportation, remuneration of consultants and a management fee for the selected contractor.

UNOPS will analyse the proposal received and costs and verify the reasonableness of the individual cost elements by comparing with market rates, costs for similar activities from previous rates. This analysis will be reviewed by UNOPS HQ, and the contracting will require the approval of the UNOPS HQPC.

The entire amount is expected to be committed as soon as the contracting company is selected.

Payments will be made for actual expenditure incurred by the contracting company. Clearance of payment request will also include the requirement for extensive supporting documentation to be provided by the company and confirmation of activities by the NDP and/ or UNAMI RC's Office.

Any amount that has not been spent on activities will be made available for other project activities or returned to the funding source at the end of the project.

Direct support costs

1. The total budget for personnel (USD 142,200) and travel and life support (USD 81,000) is USD 223,200 (23% of total project budget). For details on the personnel to be contracted under this Project, please refer to section 6.1.
2. The project's budget also covers estimated costs of
 - USD 16,000 (2% of total project budget) for security-related expenditure; and
 - USD 3,600 (0.07% of total project budget) for communication (USD 300 per month), USD 6,000 for office supplies and stationery (USD 500 per month), USD 12,000 for rental of project office space, utilities and vehicle rental (USD 1,000 per month), as well as USD 4,000 for miscellaneous other costs.

Indirect support costs

The UNOPS AOS rate is 6.25% of actual disbursement and will cover any indirect costs incurred (in line with the agreement between the EC and the UNDG/ITF and as principally endorsed by the UNOPS Executive Director).

Annex A: Agency Project Status Profiles: Please note that all commitment and disbursement figures are non-certified

		TOTALS (US\$)	54,996,871	85%	82%	84%	Remarks
Sl. #	Project ID #	Project Title	Total Budget (US\$)	Implementation Rate (% complete)	Commitments (% as at 30 November 09)	Disbursements (% as at 30 November 09)	
1	C9-20	Facilitating Reconciliation Through Constitutional Review (w/ UNAMI-OCS)	6,033,807	80%	85%	83%	
2	C9-21 e	Support to Parliamentary Affairs and Constitutional Outreach (Constitution II)	1,067,388	95%	91%	90%	
3	C9-22	Assistance for the Establishment of the Secretariat for the International Compact with Iraq	3,414,816	85%	85%	82%	
4	C9-25	Iraqi Civil Society Empowerment Project	4,255,193	30%	11%	6%	NGO Law only passed at end of January 2010
5	G11-19	Institutional Development – Organisational and HR Capacity Building for the IHEC Phase II (w/ UNAMI)	3,892,669	75%	88%	81%	
6	G11-21	Support to National Electoral Observer Groups for the Electoral Events of Iraq 2009 - 2010	8,000,000	60%	48%	91%	
		Total	26,663,873	70.84%	68%	72.17%	