



Iraq



UNDG IRAQ TRUST FUND

ANNUAL PROGRAMME¹ NARRATIVE PROGRESS REPORT

REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2011

Programme Title & Project Number	
• Programme Title: Technical Assistance to IHEC – Phase 2	
• Programme Number: G11-20	
• MDTF Office Atlas Number: 66973: ³	

Country, Locality(s), Thematic/Priority Area(s) ²
Country/Region: Iraq
Thematic/Priority Area: Governance (Electoral Support)

Participating Organization(s)
UNDP UNDPA-EAD (UNEAD) / UNAMI

Implementing Partners
N/A

Programme/Project Cost (US\$)	
MPTF/JP Contribution:	USD 5,479,950
• by Agency (if applicable)	
Agency Contribution	
• by Agency (if applicable)	
Government Contribution (if applicable)	
Other Contributions (donors) (if applicable)	
TOTAL:	USD 5,479,950

Programme Duration	
Overall Duration (months)	48 months
Start Date ⁴ (01 January 2009
End Date (or Revised End Date) ⁵	Initial: 31 Dec 2010 Revised: 31 Dec 2012
Operational Closure Date ⁶	2013
Expected Financial Closure Date	

Programme Assessment/Review/Mid-Term Eval.
Assessment Completed - if applicable <i>please attach</i>
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: _____
Mid-Evaluation Report – if applicable <i>please attach</i>
<input type="checkbox"/> Yes <input type="checkbox"/> No Date: _____

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¹ The term “programme” is used for programmes, joint programmes and projects.

² Strategic Results, as formulated in the Performance Management Plan (PMP) for the PBF; Sector for the UNDG ITF.

³ The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to “Project ID” on the [MPTF Office GATEWAY](#)

⁴ The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

⁵ As per approval by the relevant decision-making body/Steering Committee.

⁶ All activities for which a Participating Organization is responsible under an approved MPTF programme have been completed. Agencies to advise the MPTF Office.

International Compact with Iraq (ICI): Although there is no specific benchmark for elections, the programme contributes to the realisations of the objectives of the ICI, in particular Section 3.1.2, *implementation of political/legislative timetable*, by supporting the implementation of electoral events, as requested by the Government of Iraq, and also Article 4.2 *Strengthen institutions to improve Governance*, by provision of ongoing support to the IHEC to fulfil its constitutional mandate effectively. Enhancing the transparent and efficient implementation of elections is relevant to Iraq's international obligations such as those arising from the United Nations international covenant on civil and political rights to which Iraq is a signatory country.

Millennium Development Goals (MDGs): The programme is not directly related to the achievement of the MDGs, although it does contribute to MDG 8 *Develop a global partnership for development*, which includes a commitment to good governance. The implementation of fair and transparent electoral processes is a key element in building a stable and accountable political system in Iraq. Additionally, enhanced participation of Iraqi voters in electoral processes and the exercise of their democratic rights contribute towards development of good governance in Iraq. The programme also contributes to the achievement of MDG 3: *Promote gender equality and empower women*, by promoting equitable access to electoral processes through guidance and advice of electoral advisors.

During 2010, the UN Country Team made a transition in the frameworks which it uses. Three key new documents were developed, which have a direct impact on this programme:

Development Assistance Framework for Iraq 2011-2013 (UNDAF): The UNDAF was prepared by the UN Country Team in Iraq in consultation with the Government of Iraq (GoI) and other partners with the aim of improving the lives of the people of Iraq, and particularly the most vulnerable, in alignment with the national priorities and the MDGs. This programme contributes to the achievement of Outcome 1: *Improved governance, including the protection of human rights*. Under this, the UNDAF specifically states that 'Institutionalization of international standards regarding gender, free and fair elections, and accountability of the government to the people will be at the core of the UNCT's interventions'. Support to the IHEC in its purpose to conduct elections transparently, accountably and in line with professional standards within the context of the broader electoral environment directly promotes the Key Development Outcome 1.2 *The Iraqi state has more efficient, accountable and participatory governance at national and sub-national levels*.

Country Programme Document (CPD): The first Country Programme was endorsed by the GoI and approved by the Executive Board of UNDP on 03 September 2010. It is aligned with the National Development Plan and nested within the UNDAF. This project promotes priority outcome 1 *GoI and civil society have strengthened participatory mechanisms in place for electoral processes, national dialogue and reconciliation*. Provision of technical expertise to the IHEC aiming to promote free and fair elections includes ongoing efforts to enhance inclusive electoral processes for all stakeholders.

Country Programme Action Plan (CPAP): The CPAP is a signed legal agreement between the GoI and UNDP based on the CPD, which defines the mutual cooperation and programme of work shared between the Government and UNDP for 2011-2014. This further elaborates the CPD outcomes and respective outputs of UNDP. International electoral experts recruited under this project will work towards the realization of relevant indicators relating to electoral processes.

II. Resources

Financial Resources:

- Provide information on other funding resources available to the project, if applicable.

N/A

- Provide details on any budget revisions approved by the appropriate decision-making body, if applicable.

N/A

- Provide information on good practices and constraints related to the management of the financial aspects of implementing the programme, including receipt of transfers, administrative bottlenecks and/or other issues affecting the financial management of the programme.

No significant problems were encountered in financial management of the programme.

Human Resources:

- National Staff: Provide details on the number and type (operation/programme).

The following national staff were in place to manage and implement the programme:

No	Position Title	No	Duration
1	Assistant Project Officer	1	12 months

- International Staff: Provide details on the number and type (operation/programme)

The following international staff were in place to manage and implement the programme:

No	Position Title	No	Duration
1	Electoral Programme Advisor	1	12 months
2	Electoral Project Manager	1	4 months

The above programme staff are both funded out of a different project, G11-23 “Institutional Development Support to the IHEC”.

Staff in place or recruited under the programme as part of the UNAMI Office of Electoral Support are itemized in Section IV.

III. Implementation and Monitoring Arrangements

- Summarize the implementation mechanisms primarily utilized and how they are adapted to achieve maximum impact given the operating context.

The project is implemented jointly by UNDP and UNEAD/UNAMI. UNEAD maintains an updated roster of technical electoral experts working around the world with UN missions under the supervision of UNEAD. As per the agreement signed between UNDP and UNEAD on 13 October 2004, UNEAD is responsible for identifying qualified UN electoral experts to support the IHEC in the conduct of electoral processes in Iraq. The responsibility of UNDP is to manage the programme and provide the required administrative support services in relation to the recruitment of the UN electoral experts according to UNDP internal rules and procedures.

UNEAD/UNAMI identifies requirements for electoral experts as needs arise and where not covered by UNAMI core staff team, and requests UNDP to contract the suitable candidates for the duration needed. Upon arrival to Iraq, the recruited personnel join the UNAMI Office of Electoral Support, which leads the joint International Electoral Assistance Team (IEAT) as part of the electoral component of the mission and under the same security and accommodation conditions. The UNAMI Chief Technical Advisor (CTA) supervises the assignment of the international electoral experts and monitors the outcome of their work, in cooperation with the UNDP Electoral Programme Advisor.

Under the supervision of the CTA stationed in Baghdad and UNDP Electoral Programme Advisor, and in consultation with the IHEC Board of Commissioners and the respective units, each international electoral expert develops his/her technical assistance work plan after analysing the areas of intervention and the type of assistance needed to tackle them. S/he works with IHEC counterparts on a daily basis to provide the necessary advice and consultation, and ensure the application of electoral best practices and that all prerequisites for free and fair elections are in place.

Although the IHEC does not have a direct management responsibility in this project, being the primary direct beneficiary, the IHEC is consulted continuously regarding the areas and types of assistance needed and the assessment of the results achieved. The IHEC, therefore, has an important role in steering the programme towards the achievement of its objectives. This consultation process between IHEC and the UN and the ongoing coordination between the two parties are essential for the achievement of objectives and to ensure IHEC involvement in programme.

The role of UNDP is to ensure appropriate recruitment, deployment and employment administration for the electoral experts, as well as overall management of programme funds. UNDP also works in cooperation with the UNAMI CTA to identify experts and supervise their performance under the programme.

- Provide details on the procurement procedures utilized and explain variances in standard procedures.

UNDP Iraq follows the Financial Regulation and Rules (FRR) and the Procurement Manual posted under the Programme and Operations Policies and Procedures (POPP) which provides the framework to carry out procurement processes. The following bullets serve as guiding principles within the procurement process at UNDP Iraq. These principles are (i) Best Value for Money; (ii) Fairness, Integrity, Transparency; and (iii) Effective International Competition.

UNDP defines procurement as the overall process of acquiring goods, civil works and services which includes all functions from the identification of needs, selection and solicitation of sources, preparation and award of contract, and all phases of contract administration through the end of a

services' contract or the useful life of an asset. UNDP has two primary documents, the Financial Regulations and Rules and Procurement Manual, which specify solicitation procedures for supply of goods, services, or works, including appropriate methods for evaluating and selecting awardees and possible contracts. The Regulations and Rules and Procurement Manual also indicate which conditions justify waiving the competitive tendering process in favor of direct contracting.

Further, in order to ensure compliance with UNDP regulations, rules, policies and procedures, all procurement activities at UNDP-Iraq are subject to a review and approval process prior to an award of a procurement contract.

In the case this programme, special measures have been in place for the selection of electoral experts, in according with the MoU between UN EAD and UNDP signed in October 2004 and extended to the end of 2010. UNEAD represented by UNAMI Electoral Assistance Team is responsible for selection of candidates based on the existing UNEAD roster of electoral experts. Following the selection by UNEAD/UNAMI, UNDP-Iraq follows all agreed procurement rules and regulations in the recruitment, deployment and administration of contracts for electoral experts.

- Provide details on the monitoring system(s) that are being used and how you identify and incorporate lessons learned into the ongoing programme, including corrective actions that may have been taken.

The monitoring and review of the programme is in keeping with the regulations of UNDP, as well as the terms of the MoU between UNDP and the UNDG ITF. The following monitoring and evaluation tools are used for this programme, to ensure lessons learned are incorporated on an ongoing basis:

- The CTA is present at all times as a permanent position in Baghdad. The CTA supervises and monitors the work of the electoral experts, in cooperation with the UNDP Electoral Programme Advisor. A policy of open discussions with the IHEC commissioners and senior staff is in place, whereby the IHEC provides the CTA with feedback on requirements for technical assistance and on the performance of advisors.
- Regular meetings are also conducted by the CTA and UNDP Electoral Programme Advisor with the electoral experts, and also with the IHEC, to assess the performance of the respective IHEC units. These meetings also review progress in implementing plans and achieving results.
- Lessons learned workshops are conducted after the implementation of each electoral event to evaluate IHEC performance and the efficiency of the UN technical assistance efforts. The results are reported to the IHEC as well as forming part of the overall reporting to the ITF.
- Needs assessments are undertaken every two-three years. Additionally, rapid assessments (snapshots) are conducted periodically with a focus on specific IHEC departments or units, in cooperation with the relevant IEAT advisors and the IHEC.
- Report on any assessments, evaluations or studies undertaken.

The IHEC undertook a comprehensive needs assessment at the end of 2009 in cooperation with the UN. This analysed the needs of all departments and sections of the IHEC at both national and governorate office level and identified areas requiring attention for the improved conduct of future electoral events. As well as forming the basis of project G11-23 *Institutional Development Support to the IHEC*, which identified institutional development priorities the coming three years, it also highlighted key areas requiring continued support by electoral technical experts.

Additionally, following the 2010 Council of Representatives election, the IHEC and UN undertook a comprehensive lessons learned review process. This identified priority areas for technical assistance as including procurement, IT and database development, operations, election security, training, public outreach and media, legal framework and complaints, operations and voter registration.

In late 2011, the 2009 needs assessment was reviewed by the IHEC Capacity Building Department, through questionnaires sent to all departments and field offices. This review confirmed the continued relevance of priorities identified through both the above assessment processes. Additionally, in 2011 rapid assessments (snapshots) were completed by all electoral advisors on development needs of their respective counterparts as part of development of their work-plans for 2011-2012 within the IEAT.

IV. Results

- Provide a summary of Programme progress in relation to planned outcomes (strategic results with reference to the relevant indicator) and outputs; explain any variance in achieved versus planned outputs during the reporting period.

At the start of 2011, the forthcoming electoral calendar for Iraq was undefined. However, there were indications that political actors were keen to move forward on a number of different elections, in particular Kurdistan Region governorate council elections and nationwide district and sub-district elections. These would also require voter registration update processes, and possibly full voter registration exercises for disputed areas.

While no electoral events took place in 2011, the IHEC continued to put in place operational plans for these electoral events, in order to ensure preparedness to the fullest extent possible. Additionally, the IHEC utilized the period by reviewing existing processes in a number of areas in order to identify and incorporate improvements or refinements for future election operations, and by undertaking quality control exercises.

During 2011, the primary achievement of the programme was to ensure the required international election experts were in place to provide the necessary support and assistance to the IHEC and to UNAMI throughout these activities.

Three international advisors were recruited under the programme to provide technical advice to the IHEC in the development of operational plans for forthcoming electoral events, and in reviewing and improving operational processes, in the fields of procurement and logistics, complaints and the electoral legal framework, and field security.

The Procurement and Logistics Advisor worked closely with the IHEC providing advice, to ensure the proper planning, coordination and execution of procurement and logistics activities, and to work towards preparedness of the IHEC in electoral and public procurement for future electoral events. A significant focus was placed on providing guidance to the IHEC on possible decentralisation of some procurement authorities to the IHEC field offices for future elections.

The Electoral Legal and Complaints Advisor completed an assessment of IHEC complaints processes, with recommendations for future elections. The Advisor completed a paper outlining relevant case studies of electoral dispute resolution processes, aiming to provide salient comparative examples of complaints processes and analysis to assist the IHEC in refining its electoral complaints

process for future electoral events. The Advisor also completed a review with the IHEC of relevant components of the electoral legal framework for potential forthcoming elections in Iraq.

An Election Security Advisor was recruited to provide advice and support to the IHEC in the development and implementation of effective field security for electoral events. The consultant provided an assessment of the Joint Operations Centre, the security coordination unit for the Council of Representatives election, and provided recommendations on the functioning of this unit for future elections.

In addition, three short term international consultants were contracted during the reporting period to develop and facilitate specific activities in support of IHEC's operational strategies and planning for future electoral events. The activities aimed to enable the IHEC to consider relevant policy options and make informed decisions on establishing a sustainable voter registration process in Iraq in the longer term, and on developing electoral procedures and delivering training on these through the cascade training structure.

A voter registration consultant developed and facilitated a study visit programme in cooperation with the Australian Electoral Commission for the IHEC Chief Electoral Officer and key senior/middle management representatives. The activity, conducted in February - March 2011 over a period of two working weeks, was designed to examine processes of decentralized, continuous voter registration and data management at the various levels in which voter registration is implemented.

An electoral training consultant was contracted to develop and facilitate two workshops in April targeting IHEC procedures and training staff. This aimed to enhance their skills in managing and delivering a training programme and in developing procedures for an election operation. In the first session, the consultant was supported by a Training Facilitator. This was also beneficial in providing the IHEC with an example of best practices in working in a training team.

Recruitment was initiated for an Operations Planning Advisor, and applications were reviewed. However, it was agreed this was unnecessary given the forthcoming recruitment of a Senior Operations Advisor by UNAMI.

In addition to the above operational support activities, the IHEC and UN continued to discuss and agree its technical assistance plan for 2011 and defining key target focus areas for electoral support. In this regard, assessment was two-fold, and aimed to identify priority areas for development of the programme G11-23 Institutional Development Support to the IHEC as well as areas for continued technical assistance for election operations.

For this purpose, two international advisors were in place as Capacity Building Advisor and Coordination Advisor who worked in close coordination with the IEAT and the IHEC to support the development and implementation of this technical assistance plan for the IHEC in 2011. This included planning and establishment of timelines for technical assistance activities, and working with the IEAT to ensure implementation of the plan, ensuring appropriate coordination throughout with the IHEC, UNAMI and other partners.

The above support all represents on-going technical assistance to the IHEC by securing international electoral experts to provide the necessary technical advice and operational guidance to the IHEC for electoral events. The UNDP specific contribution to this goal is the timely mobilization of technical expertise as part of the UNAMI-led IEAT.

All advisors have assisted in providing both operational technical support to preparation and implementation of electoral events, and in capacity development through on-going guidance and mentoring to IHEC staff.

The following itemizes staff in place under the programme in 2011 as part of the UNAMI Office of Electoral Support, assisting and advising the IHEC in planning and implementing electoral activities:

No	Position Title	International/ National	Duration	Period
1	Coordination Advisor	International	11 months	Jan – Nov
2	Capacity Building Advisor	International	8 months	Mid Jan – mid Sept
3	Procurement and Logistics Advisor	International	9.5 months	Mid Mar – Dec
4	Electoral Legal and Complaints Advisor	International	7.5 months	April - mid Nov
5	Election Security Advisor	International	6 months	Mid Mar – mid Sept
6	Translators / interpreters (4)	National	12 months	Jan – Dec
7	Support Staff UNAMI Electoral Support Office Amman (5)	National	12 months	Jan – Dec

The following represents short term consultants recruited under the programme in 2011 to develop and facilitate specific activities in support of IHEC’s operational strategies for planning and implementing future electoral events:

No	Position Title	Period	Duration	Purpose
1	Voter Registration Advisor	18 Feb – 10 March	3 weeks	To develop and facilitate a study visit programme in cooperation with the Australian Electoral Commission for IHEC middle and senior managers to examine processes of decentralised, continuous voter registration and data management.
2	Senior Electoral Training Advisor	28 Mar – 3 May	5 weeks	To develop and facilitate two workshop sessions targeting IHEC procedures and training staff to enhance skills in managing and delivering a training programme and in developing electoral procedures for an election operation.
3	Training Facilitator	6 Apr – 18 Apr	11 days	To support the Senior Electoral Training Advisor above in workshop facilitation and provide IHEC trainers with an example of best practices in working in a training team.

- Report on the key outputs achieved in the reporting period, including the number and nature of the activities (inputs), outputs and outcomes, with percentages of completion and beneficiaries.

All activities were undertaken for all electoral experts in place or recruited during 2011, as outlined in the project document:

1. Identify and select international electoral experts to be recruited by UNDP.
2. Obtain security clearance for staff.
3. Ensure that all necessary staff security and protection measures arrangements are in place.
4. Secure the necessary office space and the logistical arrangements.
5. Ensure that each staff develops a work plan in line with the IHEC needs, and to implement the plan.
6. The CTA to monitor staff performance and plans implementation.
7. Issue 300 Series (ALD) and/or SSA contracts to staff members selected by UNEAD.
8. Arrange for staff travel (Home country – Amman – Home country)
9. Administer staff HR and administrative issues.

Output 1: Increased institutional capacity of IHEC to independently carry out elections			
Indicator Target	2010	2011	% of planned
1.a Target number of international advisers and experts is (14)	1.a Total staff: 33 <i>ALD 300: 6</i> <i>SSA : 5</i> <i>SSA for CoR election</i>	1.a Total staff: 8 <i>SSA / IC : 8</i> <i>OCV SSA: 22</i>	1.a 57% target international advisers in place in 2011 out of project total target
1.b The required staff work plans are available (14)	<i>Out-of-country Voting operation (OCV): 22</i>	1.b Work plans available: 8	1.b 57% target
1.c The required evaluation reports are drafted. (14)	1.b Work plans available: 33 1.c Evaluation reports drafted: 33	1.c Evaluation reports drafted: 8	1.c 57% target 285% target achieved over full project period 2009-11 (40 international advisers compared to target of 14). 88% funds committed over full project period 2009-11

Direct Beneficiaries	Number of Beneficiaries	% of planned
Men	1300	100 %
Women	400	100 %
Children	N/A	
IDPs	N/A	
Others	N/A	
Indirect beneficiaries	All Iraqi registered voters	
Employment generation (men/women)	n/a	

The primary beneficiaries were the IHEC and its personnel working in different departments in the national and governorate offices, who participate in planning and implementing electoral activities.

- Explain, if relevant, delays in programme implementation, the nature of the constraints, actions taken to mitigate future delays and lessons learned in the process.

The expiry of the MoU between EAD and UNDP, which facilitated recruitment of electoral experts on the EAD roster, placed limitations the programmes ability to expedite identification and recruitment of electoral experts. However during 2011, in a year with no electoral events, this did not result in a significant impact on the electoral support programme as a whole.

- List the key partnerships and collaborations, and explain how such relationships impact on the achievement of results.

Key to implementation of the project is the strong partnership between UNEAD/UNAMI and UNDP, both experienced in the sector of technical electoral support in Iraq since 2004. The MoU between UNEAD and UNDP established the roles and responsibilities of the two partners, which is reflected in the project document and was followed throughout implementation of the programme until expiry of the MoU at the end of 2010. Roles and responsibilities have been maintained similarly in 2011 to the greatest extent possible, with UNDP now required to take on more responsibility in identification, selection and supervision of experts under the programme. This is undertaken in full collaboration with UNEAD/UNAMI.

In addition, UNAMI's clear mandate for electoral support in Iraq and establishment of a close partnership with the IHEC has enabled the UN and the IHEC to conduct joint assessments of technical assistance needs and agree on appropriate solutions to address them. This close working relationship also enables advisors recruited under the project, access to the IHEC counterparts on a daily basis, thereby maximizing impact of their technical advice and guidance.

- Other highlights and cross-cutting issues pertinent to the results being reported on.

Technical assistance provided by electoral advisors to the IHEC aims to promote the professionalism of technical election implementation, as well as the transparency, accountability and inclusiveness of election processes as a whole. Therefore, while the IHEC itself represents the primary beneficiary of technical assistance, enhanced electoral processes should also improve access for all stakeholders in Iraq, and promote participation of women, IDPs, youth and other groups which can be marginalized in political processes.

Additionally, the support of international electoral experts to the IHEC not only supplies targeted technical assistance as required, but also ongoing guidance and mentoring through day-to-day work. By its very nature, this enhances the capacity development of IHEC staff and through this the institution as a whole.

- Provide an assessment of the programme based on performance indicators as per approved programme document using the template in Section VI, providing clear evidence on the linkages of outputs and outcomes achieved, if applicable.

See Section VI.

- Qualitative assessment of overall achievement with reference to the applicable strategic results indicator.

Overall, within the programme, there was a reduction in deployment of electoral advisors compared to previous years. This is partly a reflection of the absence of any electoral event in 2011 and also a result of the increase in experience of the IHEC itself in conducting electoral activities, which reduces the areas of required support.

Provision of election technical expertise to the IHEC, and the ongoing guidance advisors provide on electoral processes, promotes professional and efficient planning of election operations to international standards, thereby supporting the overall enhancement of electoral processes in Iraq.

V. Future Work Plan

- Summarize the projected activities and expenditures for the following reporting period (1 January-31 December 2012), using the lessons learned during the previous reporting period, including outputs that were not achieved in 2011.

During 2012, the project will continue its objectives to provide the IHEC with the necessary technical assistance to support its preparations for forthcoming electoral events and to enable implementation of refinements and improvements to its electoral processes during periods where the electoral calendar allows this.

The electoral calendar for Iraq is currently not fully defined. However, Kurdistan Region Governorate Council elections are at present scheduled for 27 September 2012. Governorate Council elections for the other 15 provinces in Iraq are also due to take place in January 2013. These will both require voter registration update periods beforehand. Additionally, there are a number of different elections and/or referenda which may take place. These include a possible referendum on the KRG Constitution, district and sub-district elections throughout Iraq, Article 23 governorate council in Kirkuk and referenda on the formation of regions. These may all require voter registration update processes, or full voter registration exercises for disputed areas.

The IHEC is currently putting in place operational plans for Kurdistan Region Governorate Council elections and Governorate Council elections in the rest of Iraq. Voter registration processes and results tabulation systems, as well as public outreach campaigns and accountable electoral public procurement, are a priority for operational planning, as well as longer term review for improvement.

The level and type of intervention required from the United Nations will be determined by the timeframe set for these events and whether single or multiple events will be taking place during any given time period.

Areas requiring technical assistance will be reviewed on an ongoing basis, according to the demands of the election timetable as determined by the relevant Iraqi or KRG Parliament, and according to the assessment of the CTA and the IHEC on priority areas for intervention.

The following table outlines anticipated initial expectations for recruitment of international electoral experts under the project in 2012:

No	Position Title	Duration	Target Start 2012
1	Public Outreach Advisor	8 months	April
2	Electoral Media Advisor	8 months	April
3	Electoral Procurement Advisor	8 months	April
4	Database Development Advisor	4 months	May
5	Senior Operations Policy Advisor	4 months	August
6	Voter Registration Advisor	2 months	November

For 2011, following review of staffing requirements and the absence of any scheduled election, staffing levels for translators/interpreters and support staff for the UNAMI Office of Electoral Support in Amman were reduced from twelve in total to nine. All nine staff members have been extended until 30 June 2012. However, with the scheduled closure of the UNAMI office in Amman in mid-2012, staffing levels will again be reviewed and agreement made with UNAMI on further reductions and how many staff may be extended to the end of 2012.

Current planned national staffing for the UNAMI Office of Electoral Support is outlined below:

No	Position Title	Duration
1	Translators / interpreters (4)	6 - 12 months
2	Support Staff UNAMI Office of Electoral Support, Amman (5)	6 - 12 months

International and national UNDP staff in place to manage and implement the project are not funded by this programme, but resourced by a different electoral programme.

Estimated programme expenditure in 2012 is as follows:

BUDGET CATEGORY	ESTIMATED EXPENDITURE 2012 AMOUNT (US\$)
1. Supplies, commodities, equipment and transport	0
2. Personnel (staff, consultants and travel)	590,740
3. Training of counterparts	0
4. Contracts	0
5. Other direct costs	29,537
Total Programme Costs	620,277
Indirect Support Costs	38,277
TOTAL	659,044

- Indicate any major adjustments in strategies, targets or key outcomes and outputs planned in 2012.

There are no major adjustments to project objectives in 2012. However, given the change in contracting modalities within UNDP, ALD and SSA contracts specified in the project document are no longer options for contracting electoral experts. All experts will therefore be contracted using available contracting modalities (Temporary Appointment or Fixed Term Appointment) or as consultants through Individual Contractor (IC) contracts.

VI. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
Outcome 1: Strengthened electoral operations in Iraq towards ensuring free and fair elections							
Output 1.1 Increased institutional capacity of the IHEC to independently carry out elections	1.1.1: Number of UN international experts recruited	6	14	28 (2011: 8)		UNDP electoral advisor contracts	2009: 9 2010: 11 (plus 22 OCV SSA) 2011: 8
	1.1.2: Staff security and protection measures are in place	6	14	27 (2011: 8)		Security clearance obtained	1 home-based (2010)
	1.1.3: Availability of approved staff work plans	6	14	28 (2011: 8)		Available work plans	
	1.1.4: Activities completion rates based on staff work plans	6	14	28 (2011: 8)		Performance evaluation reports	
	1.1.5: % UN international electoral experts operating in Baghdad	6 experts	6 experts (no % target)	21 (2011: 3)		UNDP attendance sheet records	2009: 9 2010: 9 2011: 3 75% based in IHEC Office in Baghdad
	1.1.6: Number of assessment reports	1	2	2		Capacity assessment reports	1 ITC assessment 1 IHEC/UN needs assessment
	1.1.7: % reduced IHEC capacity gaps identified	n/a	80%	95%		Capacity assessment reports	Estimated % on basis of assessment reports
	1.1.8: Availability of policies in support of parliamentary and national elections	n/a	Yes	Yes		IHEC regulations, procedures and Board decisions	

VII. Abbreviations and Acronyms

- List the main abbreviations and acronyms that are used in the report.

CoR	Council of Representatives
CTA	Chief Technical Advisor
CPAP	Country Programme Action Plan
CPD	Country Programme Document
GoI	Government of Iraq
IC	Individual Contractor
ICI	International Compact with Iraq
IEAT	International Electoral Assistance Team
IHEC	Independent High Electoral Commission
ITF	Iraq Trust Fund
MDGs	Millennium Development Goal
NDS	National Development Strategy
OCV	Out-of-Country Voting
SSA	Special Service Agreement
SCR	Security Council Resolution
UNAMI	United Nations Assistance Mission in Iraq
UNDAF	United Nations Development Assistance Framework
UNDG	United National Development Group
UNDP	United Nations Development Programme
UNEAD	United Nations Electoral Assistance Division