



**UNITED NATIONS DEVELOPMENT GROUP
IRAQ TRUST FUND**

Programme Cover Page


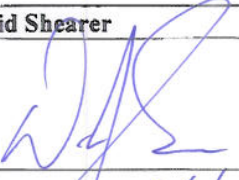
Participating UN Organisation(s): UNOPS, UNAMI	Sector Outcome Team(s): Governance		
Programme Manager(s): Name: N. Guenther, UNOPS IQOC H. Shahwan, UNAMI/EAT Telephone: +962 6 556 1225 +962 795023304 E-mail: nielsg@unops.org hakam.shahwan@undp.org	Sector Outcome Team Leader(s): Name: S. Fletcher, UNDP Iraq Telephone: +962 6 5608289 E-mail: sylvia.fletcher@undp.org		
Programme Title: Institutional Development – Organizational and HR Capacity Building for the IHEC Phase 2	Programme Number: G11-19		
<table border="1"> <thead> <tr> <th align="left">Programme/Project Description (limit 1,000 characters):</th> </tr> </thead> <tbody> <tr> <td> <p>Building on the results and lessons learned from Phase 1 and following the same implementation approach, Phase 2 will work on the capacity building of various prioritised departments and units of the IHEC through the provision of 34 workshops/training activities with up to 1,054 IHEC participants from HQ as well as from GEOs. Considering the diversity of the training areas, SOPs for delivery will be refined to address the specific circumstances of the new training activities and to ensure a harmonised approach vis-à-vis the trainings provided through UNDP and other IEAT partners.</p> <p>As in Phase 1, UNOPS will focus on implementation only (e.g. logistics, accommodation, procurement/contracting, etc.) and the role for content provision will remain with UNAMI's Electoral Assistance Team (e.g. TOR development, liaison with IHEC and IEAT partners, technical monitoring and evaluation). Specific attention has been given to ensure that the UNAMI/UNOPS work plan complements the UNAMI/UNDP work plan 2008/2009 (with focus on managerial and policy issues) and that overlaps are avoided already at the planning stage.</p> <p>The Project will also address the issue of security provision for UN staff working within the IHEC compound.</p> <p>Default location for all activities will be Iraq. Iraqi contractors/service providers will be given preference to the degree possible under UNOPS procurement and contracting rules.</p> </td> </tr> </tbody> </table>		Programme/Project Description (limit 1,000 characters):	<p>Building on the results and lessons learned from Phase 1 and following the same implementation approach, Phase 2 will work on the capacity building of various prioritised departments and units of the IHEC through the provision of 34 workshops/training activities with up to 1,054 IHEC participants from HQ as well as from GEOs. Considering the diversity of the training areas, SOPs for delivery will be refined to address the specific circumstances of the new training activities and to ensure a harmonised approach vis-à-vis the trainings provided through UNDP and other IEAT partners.</p> <p>As in Phase 1, UNOPS will focus on implementation only (e.g. logistics, accommodation, procurement/contracting, etc.) and the role for content provision will remain with UNAMI's Electoral Assistance Team (e.g. TOR development, liaison with IHEC and IEAT partners, technical monitoring and evaluation). Specific attention has been given to ensure that the UNAMI/UNOPS work plan complements the UNAMI/UNDP work plan 2008/2009 (with focus on managerial and policy issues) and that overlaps are avoided already at the planning stage.</p> <p>The Project will also address the issue of security provision for UN staff working within the IHEC compound.</p> <p>Default location for all activities will be Iraq. Iraqi contractors/service providers will be given preference to the degree possible under UNOPS procurement and contracting rules.</p>
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Programme/Project Costs:		Programme/Project Location:	
UNDG ITF:	USD 3,892,669	Governorate(s):	Activities will mostly take place in Baghdad and Erbil, however participants will come from all Governorate Elections Offices
Govt./Institutional Contribution:	Monetary contribution in form of partial funding of particular trainings: TBD; In-kind contribution in form of office space, equipment, maintenance and assistance	District(s):	All
Agency Core:		Town(s)	n/a
Other:			
TOTAL:	USD 3,892,669		

Govt of Iraq Line Ministry Responsible: Independent High Electoral Commission (IHEC)	Programme/Project Duration: Total # of months: 18 Expected Start date: 01 November 2008 Expected End date: 30 April 2010
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Review & Approval Dates	
Line Ministry/IHEC Endorsement Letter:	24 July 2008
Concept Note Approval Date:	23 July 2008 (SOT)
SOT Approval Date:	23 July 2008
Peer Group Review Date:	16 October 2008
ISRB Approval Date:	n/a
Steering Committee Approval Date:	23 October 2008

Signatures of Agencies and Steering Committee Chair

I.	Name of Representative	Jim Pansegrouw
	Signature	
	Name of Agency	UNOPS/IOC
	Date	23 Oct. 08
II.	Name of Steering Committee Chair	David Shearer
	Signature	
	Date	26/10/08

National priority or goals (NDS 2007- 2010 and ICI):

NDS: Strengthen good governance and improve security

ICI Benchmarks (as per the Joint Monitoring Matrix 2008):

Although there is not a specific benchmark for elections, this project supports Section 3.1.2 (*'Implementation of political/legislative timetable'*)

Sector Team Outcome(s):

GOT Outcome 1: Strengthened electoral processes in Iraq

Integrated Programme Outcome(s):

This Project is part of the integrated programme “Institutional Development – Organizational and HR Capacity Building for the IHEC”, jointly implemented by UNAMI, UNDP and UNOPS and contributes to its outcome “1. Increased institutional capacity of the IHEC to independently carry out future electoral events”.

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

Participating UN Organisation	Portion from Budget (US \$)
UNOPS	USD 3,892,669
UNAMI	USD 0
Total Budget (US \$)	USD 3,892,669

Total budget (in US \$): USD 3,892,669

Sources:

- Government
- ITF (earmarked) * USD 3,892,669
- ITF (unearmarked)

UN Core/non-core sources

- UN Org (specify:)
- UN Org (specify:)

* EC (incl. EIDHR, RRM), Australia, Belgium, Canada, Denmark, Finland, Italy, Japan, Korea, Luxembourg, Netherlands, New Zealand, Norway, Spain, Sweden, UK

1. Executive Summary

Since the inception of the Independent Electoral Commission of Iraq/Independent High Electoral Commission of Iraq (IECI/IHEC) in 2004, the UN has been its leading partner and most important coordination body for international technical assistance and capacity building. Assistance provided included operational support for the three electoral events in 2005 and a programme facilitating the commission's institutional development.

The latter initiative is based on a comprehensive assessment of the IHEC's capacity and requirements in late 2006 (regularly revisited and refined to reflect the needs of the evolving situation) and translated into a programme jointly implemented by UNAMI's electoral assistance team, UNDP Iraq and UNOPS Iraq.

The programme's component addressing the IHEC's need for assistance in developing its policy and management structure and processes is still ongoing (UNAMI/UNDP) but the implementation of its second component for capacity building within various prioritised departments and units (including strengthened skills in procurement, logistics, legal unit, graphic design, IT, etc.) has been completed in September 2008 (UNAMI/UNOPS).

While the successful conclusion of 17 trainings and workshops with a total of 468 IHEC staff participants has added great value to the IHEC's ability to manage its operations more independently, there is still significant need for further improvement. Therefore, in line with both the IHEC's own capacity building strategy and work plan and the SCR 1770's mandate to extend such assistance to the electoral commission, UNAMI/UNOPS have been requested by the IHEC to continue the provision of crucial capacity building activities for another 18 months.

Project activities will complement capacity building implemented by the IHEC directly or through other partners within the International Electoral Assistance Team (IEAT). Specific areas assessed as priority fields for UNAMI/UNOPS assistance (by both IHEC and IEAT) are IT & Database, Capacity Building & HR, Security, Translation/Interpretation, Logistics & Procurement/ Contracting, Graphic Design, and Operations. As per the SOPs established under the previous programme phase, UNAMI/UNOPS, in close coordination with the relevant IHEC unit and the IHEC's Capacity Building division, will develop all items from the existing Training Matrix into detailed 'Training Outline' documents (including cost-sharing with IHEC). Once endorsed by the IHEC, UNAMI/UNOPS will implement the respective training and report on its success.

The Project will also address the urgent issue of security provision for UN staff working within the IHEC compound (including travel from/to UN compound).

Default location for all activities will be inside Iraq, either in Baghdad or other UN-DSS-cleared locations. Iraqi contractors/service providers will be given preference to the degree possible under UNOPS procurement and contracting rules.

Through this project 34 workshops/training activities will be organised engaging up to 1,054 IHEC participants. UNOPS will be in charge of the implementation while UNAMI's Electoral Assistance Team will be responsible for content provision (e.g. TOR development, liaison with IHEC and IEAT partners, technical monitoring and evaluation).

Primary beneficiaries of this project will be the IHEC personnel working in different departments in HQ and GEOs, who will participate in the capacity building activities. Ultimately the IHEC will avail of more experienced personnel and will be able to better and more efficiently accomplish its mandate.

Although it is possible that even after completion not all the needs of the Institution will be fully addressed, it is also envisaged that the Project will provide essential tools to the IHEC to identify necessities, prioritise actions, and implement *ad hoc* learning sessions, as well as develop training programmes to meet the continuous learning requirements of a modern institution. This includes

budget planning and management to ensure the resources are available to sustain results and continue to address needs.

2. Situation Analysis

After decades of one-party rule, Iraq had been thrust into a situation where it had to re-define the basis of its socio-political accord. The Governing Council appointed by the Coalition Provisional Authority (CPA) in July 2003 was a move welcomed by the UN Security Council as an important step towards the formation of an internationally recognised government. Three electoral processes were organised by the transitional Independent Electoral Commission of Iraq (IECI) and held in 2005. With the approval of the Law on the Independent High Electoral Commission (IHEC) by the Council of Representatives on 23 January 2007, the IECI became the permanent IHEC. This law was enacted and a new Board of Commissioners appointed in March/April 2007.

SCR 1770 defines the mandate for UNAMI to provide assistance, support, and advice to the Iraqi government and the IHEC to develop the electoral system in Iraq. Based on this SCR, the National Development Strategy (NDS) and the International Compact with Iraq (ICI), the UNCT Iraqi's Sector Outcome Team "Governance" has included "Support to Institutional Development of the IHEC" in its Assistance Strategy for 2008/2010.

Phase 1 of this intervention was based on a comprehensive assessment of the IHEC capacity and institutional development requirement in late 2006. The results of Phase 1 are now compiled in its final narrative report but a new comprehensive re-assessment exercise is only scheduled to be carried out after the Provincial Elections in early 2009 (jointly by UNAMI and other partners in the International Electoral Assistance Team (IEAT)). Such a report will reference to the various assessment and evaluation reports which were prepared by UNAMI/EAT and UNOPS for every training activity carried out under Phase 1 but it will also consider the results of capacity building implemented by other IEAT partners (incl. UNDP and IFES) as well as those carried out by the IHEC's own Capacity Building division without direct involvement of IEAT members. Individual division-specific reports¹ already prepared have confirmed that the IHEC request to the UN to implement additional and advanced trainings is justified and in line with the extended SCR-mandate of UNAMI to provide institutional development support to the IHEC.

The training requirements addressed by this Project were extracted from the IHEC's capacity building strategy and work plan and were specifically assigned to be implemented by the UN. Many of them are directly relevant to the upcoming electoral events in 2009 and the remainder will help the IHEC to decrease its dependency on international support later in 2009 and 2010.

Currently, UN access (UNAMI, UNDP, UNOPS, etc.) to the IHEC (located in Baghdad's 'Amber Zone') is restricted and UNAMI-SSU's capacity to support daily missions is very limited. UNAMI (heading the IEAT) has therefore requested that the new phase of the UNAMI/UNOPS capacity building project shall include a component of provision of Private Security Details (PSD). This request has been discussed with and endorsed by the SRSG, UNAMI-SSU and the Resident Coordinator. The provision of such services would also benefit all other UN support activities for the IHEC in Baghdad.

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

3.1. Background

The Project will contribute to the achievement of Pillar 4 of the Iraq National Democratic Strategy (NDS), *strengthening good governance and improve security*. The NDS specifically mentions that to achieve the goals of Pillar 4 it is required, among other things, to support the Electoral Commission.

¹ In addition to an ongoing review on the achievements of Phase 1 of the UNAMI/UNOPS intervention, carried out by an independent international NGO and expected to be formally finalized in mid October 2008.

Under this Project, the IHEC will be directly supported in its capacity of acting as an autonomous Institution able to coordinate electoral events, to follow up on the outcomes and to improve the IHEC's operational capacity.

The Project will also contribute to the realisations of the objectives set in the International Compact with Iraq (ICI). In particular the Project will play a role in the achievement of the *implementation of political/legislative timetable*. In fact, by strengthening the Electoral Commission it will be ensured that the electoral timeframe set by the Government of Iraq will be respected. Furthermore, electoral events will be carried out in a transparent and efficient manner and in respect of 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.

Also the Project is relevant to the Governance Sector Outcome Team, Outcome 1: *strengthened electoral processes in Iraq*, Output 1.1: *increased institutional capacity of IHEC to independently carry out elections*. The Project focuses precisely on the improvement of the capacities of the IHEC and expects to deliver substantial results. The Project avails of the technical expertise of UNAMI/IEAT, whose staff has been continuously and successfully working in and with the IHEC, and of the execution ability of UNOPS which will ensure best value for money in procurement, recruitment of experts and efficiency in the implementation of the training activities. In addition, the IHEC itself, which has been involved in the development of this project, will be fully and systematically engaged in all activities to ensure long-term sustainability.

3.2. Lessons Learned

Lessons learned that have contributed to the Project's design include:

- Regular review of previous findings of capacity assessment and requirements and revision where necessary, in particular prior to translation into concrete training TORs.
- The UNAMI/UNOPS training plan is to be based on training plan of IHEC Capacity Building unit to ensure strategic fit with IHEC priorities and sustainability. Updates of the IHEC Capacity Building training plan to prompt revision of the UNAMI/UNOPS training plan.
- Specific Training TORs (incl. time-frame, location, number of participants, etc.) are to be endorsed by IHEC prior to implementation in order to ensure feasibility and IHEC commitment (incl. timely nomination and availability of participants). Endorsement (format, etc.) to follow IEAT SOPs developed and agreed upon with IHEC Board of Commissioners (in 2007) and applicable for activities of all IEAT members.
- The implementation of training activities has to follow agreed standards (incl. harmonized travel and full-board accommodation arrangements, insurance, reduced DSA, visa facilitation, etc.).
- The preparation of training materials has to meet standard deadlines for translation and printing.
- Default training location to be in Iraq (Baghdad, Erbil and other UN-DSS-cleared locations). Other locations to be used only where justified and endorsed by IHEC.
- Preference is to be given to qualified Iraqi contractors/training providers, e.g. through tender advertisement in local media.
- Presence of UNOPS personnel at training location is mandatory to facilitate logistics prior, during and after actual event and for monitoring and evaluation purposes.
- Every training activity is to be evaluated through standard 'training outcome' document (prepared by UNAMI and/or UNOPS).

Strictly followed, all the named procedures and implementing methods will ensure effectiveness and efficiency of the activities hence maximising the impact of the trainings and consequently the use of resources.

In order to promote coordination and regular update, UNAMI and UNOPS will actively contribute to and participate in weekly IEAT meetings where results are shared, lessons learned are addressed, activities coordinated, and partners updated on developments. UNAMI and UNOPS will include planning and results of project activities in their updates to the weekly IEAT Bulletin which is also shared with the funding source, donor organizations, the SOT 'Governance' and other stakeholders. At the time of writing UNAMI/IEAT and UNOPS are organising a lessons learned workshop to assess the results of the Voter Registration Update, specifically the effectiveness and appropriateness of the training conducted before the Update and the procedures utilised to carry out the exercise.

3.3. Assessment of Cross-Cutting Issues

a) Human Rights

This project's primary beneficiaries are the Iraq-based IHEC and its personnel. The IHEC has responsibility for the overall management and administration of the Iraqi electoral processes ensuring that they are conducted as openly and as transparently as possible, thus facilitating large participation of the Iraqi population. Developing the capacity of the IHEC, the project will allow for improved implementation of electoral processes and will consequently encourage and enhance the participation of Iraqi voters including the most marginalised and disadvantaged groups, thus ensuring the full exercise of their democratic rights, the establishment of Rule of Law and consequently promote human rights.

b) Gender

The project does not have a direct gender specific impact. As the IHEC recruitment and staffing policy must be in line with the gender-relevant provisions for public servants in Iraq, it is expected that both men and women will benefit from the proposed activities. In the implementation of the outputs, equal participation of IHEC's male and female staff will be encouraged.

The selection of the participants to the training activities is responsibility of the IHEC, and it is done based on training needs identified in the different departments of the Commission. UNAMI/IEAT will encourage participation of women to the extent possible but the level of their involvement/participation will also greatly depend on the rate of female staff and their roles within the individual departments of IHEC prioritized under this project. In this context, reference is made to the UNAMI/UNDP component under this Programme, which addresses IHEC policy and management, including HR policy aspects specific to the recruitment and development of female employers.

As for the achievement of the project's outcome it is envisaged that by working on the capacity of the IHEC and enhancing its accountability, future electoral events will be more transparent and therefore conducive to substantial participation of all of society, including women.

c) Environment

There are no environmental risks inherent in this project.

d) Employment

The project does not entail relevant job generation; however, capacity building activities envisaged by this project will build on the skills acquired by the IHEC staff during Phase 1. The trained personnel will benefit from the newly obtained technical abilities in terms of employability, as those skills will add to their curricula. At the same time the IHEC will benefit from more competent and possibly motivated personnel which should increase its level of retention. The latter will also benefit from improved management and HR policies, implemented by the IHEC with the support of UNAMi and UNDP.

3.4. Agency Experience in Iraq/in the sector

- UNAMI/Electoral Assistance Team

Under UN-SCR 1770 of 10 August 2007 (as under previous SCRs for Iraq), UNAMI has the clear mandate to strengthen electoral processes in Iraq by providing assistance, support and advice to the Iraqi Government and the Iraqi electoral commission. The UNAMI/EAT consists of electoral experts who have been working with the IECI/IHEC since 2004 providing significant assistance

in the IHEC's institutional development and the implementation of electoral events. UNAMI/EAT has a permanent and high-calibre presence in Baghdad and daily contact with the IHEC. UNAMI/EAT also heads the International Electoral Assistance Team, a platform for international actors supporting the IHEC and the electoral system in Iraq (incl. IFES, several UN agencies, donors, etc.).

- 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 has been established in 2003. The total budget value of UNOPS operations in Iraq since 2004 exceeds USD 240m. Current project activities within the UNCT 'Governance' sector include the following areas:

- Electoral support,
- Constitutional support,
- Human rights support,
- Support services to the secretariat of the International Compact with Iraq and to UNAMI.

In the successful implementation of its project portfolio, UNOPS has partnered with multiple stakeholders, including more than 150 Iraqi NGOs, many of whom have also been recipients of significant capacity building support.

Annex A ("Agency Project Status Profile") contains a list of ITF-funded UNOPS projects in the sector of Governance (incl. implementation status).

- UNAMI/Electoral Assistance Team and UNOPS joint activities in Iraq

UNAMI and UNOPS have successfully teamed up in providing support in the following areas

1. Assistance to IECI/IHEC to electoral operations
2. Institutional Development
3. Electoral Awareness and citizen engagement

This successful team-based partnership with clearly defined roles and responsibilities, established SOPs and proven ability to deliver will also form the basis for the implementation of this Project.

4. The Proposed Integrated Programme

Since the inception of the IECI/IHEC in 2004, the UN has been its leading partner for international technical assistance. This includes the provision of institutional development which is based on a comprehensive assessment of the IHEC's capacity and requirements and translated into a programme jointly implemented by UNAMI's electoral assistance team, UNDP Iraq and UNOPS Iraq. The programme's component addressing the IHEC's need for assistance in developing its policy and management structure and processes is still ongoing (UNAMI/UNDP) but its second component for capacity building within various prioritised departments and units (UNAMI/UNOPS) has been successfully implemented according to its work plan.

4.1. Project Strategy

The project's scope and work plan are based on extensive assessments² of both the existing capacity within the individual IHEC divisions and units and the requirements for independently managing these sections of the institution. The original assessments from 2004-2006 were verified/revised through a 4-week needs assessment mission in late 2006 conducted by UNEAD NY and translated

² Detailed assessment reports not attached to this submission but available upon request.

into a programmatic approach which is implemented through this programme (incl. UNDP component). Later throughout 2007 and the first half of 2008, the UN, jointly with its partners within the IEAT, adjusted the needs for support to fit the evolving needs of a developing electoral calendar as well as the growing capacity of the various IHEC departments and divisions. This project component is based on the Capacity Building work plan of the IHEC itself, extensive discussions between the IEAT and the IHEC and within the IHEC as well as between the programme team of UNAMI, UNDP and UNOPS. The need for additional training was also confirmed through the Final Project Report of Phase 1 as well as an independent review³.

The following strategic approach, which was used in Phase 1, will be followed in Phase 2:

1. Training Matrix defining areas of intervention, tentative outputs, locations, participants – This matrix is discussed and agreed upon with the IHEC to ensure alignment with the IHEC Capacity Building Strategy and also coordinated with other IEAT members to avoid overlaps;
2. Translation of Training Matrix items into specific Training Activity Outlines (reasons for training, detailed learning objectives, TOR/modalities, dates/itinerary, target group, locations, logistics requirements, etc.);
3. Endorsement of Training Activity Outline by IHEC;
4. Implementation of Activity as per SOP agreed upon between UNAMI/UNOPS and IHEC (incl. deadlines for nomination of participants, monitoring of activity, etc.)
5. Activity Report (incl. details on participants, methodology, delivery, training materials, feedback, lessons learned, evaluation of results, recommendations, etc.)

Phase 2 (34 workshops/training activities with up to 1,054 IHEC participants) will build on the results and lessons learned from Phase 1. Considering the diversity of the training areas, it is expected that the SOPs for delivery will be further refined to address the specific circumstances of the new training activities and to ensure a harmonised approach also vis-à-vis the trainings provided through UNDP and other IEAT partners (including IFES and Scuola Superiore Sant'Anna).

The priority areas of training will be on:

- IT & Database (22 activities co-funded by IHEC, up to 704 IHEC staff)
- Capacity Building/HR (9 activities, up to 215 IHEC staff),
- Security (6 activities, up to 99 IHEC staff),
- Translation/Interpretation (3 activities, up to 20 IHEC staff),
- Logistics, Procurement/Contracting (1 activity, up to 8 IHEC staff),
- Graphic Design (1 activity, up to 8 IHEC staff).

UNOPS will focus on implementation only (in line with UN rules and regulations, e.g. logistics, accommodation, procurement/contracting, etc.) and the role for content provision will remain with UNAMI's Electoral Assistance Team (e.g. TOR development, liaison with IHEC and IEAT partners, technical monitoring and evaluation). Specific attention has been given to ensure that the UNAMI/UNOPS work plan complements the UNAMI/UNDP work plan 2008/2009 and that overlaps are avoided already at the planning stage.

Default location for all activities will be inside Iraq (Baghdad and other UN-DSS-cleared locations). Alternative locations may be necessary only when service providers, identified through competitive selection, can render their services significantly more efficiently and effectively in a specific locality outside Iraq. For example, in some cases it may be required for trainees to travel to companies/organisations premises in order to see activities as they are carried out *in loco* (e.g. as had

³ Oral advance confirmation only. The assessment report itself is expected in mid October 2008.

been the case in Phase 1 for warehouse training which was conducted at the location of the actual IHEC warehousing contractor for international logistics in Sharjah/UAE).

Iraqi contractors/service providers will be given preference to the degree possible under UNOPS procurement and contracting rules.

4.2. Project Beneficiaries

Primary beneficiaries will be the IHEC personnel working in different departments in HQ and Governorate Elections Offices (GEOs), who will participate in the capacity building activities implemented through this project. 34 trainings/workshop activities are planned for up to 1,054 IHEC participants⁴ (i.e. some of the 850 IHEC staff will receive more than one training). Consequently the IHEC will avail of more experienced personnel and will be able to better and more efficiently accomplish its mandate.

In order to ensure institutionalisation and sustainability, project activities under this second Phase (as was the case for Phase 1) will go in tandem with institutional development support implemented by UNAMI and UNDP on the management and policy level (including the need to increase IHEC staff retention, further development of TORs, career development, staff remuneration policy, etc.).

Ultimately, Iraqi voters will benefit from an improved electoral framework granting comprehensive participation and fair process.

5. Results Framework

This Project is part of the integrated programme “Institutional Development – Organizational and HR Capacity Building for the IHEC”, jointly implemented by UNAMI, UNDP and UNOPS and contributes to its NDS/ICI/SOT-compatible outcome to increase institutional capacity of the IHEC to independently carry out future electoral events.

Specifically, the Project aims at achieving two outputs:

1. Improved capacity of up to 850 IHEC employees through the delivery of training courses in priority areas: IT & Database, Capacity Building & HR, Security, Translation/ Interpretation, Logistics, Procurement/Contracting, Graphic Design, Operations.
2. PSD support for UN Electoral Assistance Team and UNAMI-SSU/DSS provided

The first output will be implemented by UNOPS and UNAMI in close partnership with the IHEC and the IEAT (UNDP, IFES, Scuola Superiore Sant’Anna, IMC). The same set of activities will be implemented for every single training activity (34 in total). Results will be measured against activity reports and against the findings of two capacity assessments conducted by the IEAT: one in early 2009, after the completion of the Provincial Elections operation and the other one planned for early/mid 2010.

The second output will be achieved through close cooperation with UNAMI-SSU/UN-DSS and aims at support to the UN Election Team in terms of security provision, complementing the supervisory role and the services provided by UNAMI-SSU.

⁴ The number of training activities has been identified on the basis of capacity need assessments and past experience. Similarly, the number of prospective trainees has been set based on recognized requirements and on the actual number of people working in each relevant department.

Table 1: Results Framework and Indicators

Programme Title:	Institutional Development – Organizational and HR Capacity Building for the IHEC Phase 2						
NDS/ICI priority/ goal(s):	NDS: Strengthen good governance and improve security ICI: Section 3.1.2 Implementation of political / legislative timetable						
UNCT Outcome	Strengthened electoral processes in Iraq						
Sector Outcome	Governance Outcome 1: Strengthened electoral processes in Iraq						
Outcome 1	Strengthened Capacity of IHEC staff at HQ and Governorate Electoral offices.				NDS: Strengthen good governance and improve security ICI: Section 3.1.2 Implementation of political / legislative timetable		
Outputs	UN Agency Specific Output	UN Agency	Partner	Indicator(s)	Source of Data	Baseline Data	Indicator target
<u>Output 1</u> Improved capacity of up to 850 IHEC employees through the delivery of training courses in priority areas: a) IT & Database, b) Capacity Building & HR, c) Security, d) Translation/ Interpretation, e) Logistics, Procurement/Contracting, f) Graphic Design, g) Operations.	34 course outlines are available and qualified training providers selected. Trainings delivered to IHEC staff are monitored.	UNOPS; UNAMI	IHEC; UNDP; IFES; Scuola Superiore Sant'Anna; IMC	No. training courses delivered; No. of IHEC trainees; No. of IHEC priority areas covered by trainings	Activity Reports and Project Reports; Findings Lessons Learned workshops (VRU October 2008, Elections UNDP 2009); Feedback from trainees and IHEC Capacity Building unit; IEAT Capacity Assessment 2009/2010	IHEC Cap. Building Strategy and Workplan 2008; UNEAD IHEC Needs Assessment 2006 (updated by UNAMI in 2007/2008); IFES IHEC Needs Assessment June 2008	34 training activities implemented; 1,054 IHEC training participants; Improved skills of IHEC personnel as per impact assessment of: - UNAMI/IEAT - IHEC - External independent review

Outputs	UN Agency Specific Output	UN Agency	Partner	Indicator(s)	Source of Data	Baseline Data	Indicator target
<u>Output 2</u> Private Security support for UN Electoral Assistance Team and UNAMI-SSU/DSS is available.	TORs are available and agreed upon by all parties. Security service for supporting UN Electoral Assistance Team is in place and monitored.	UNOPS; UNAMI	UNAMI-SSU/UN-DSS	Service provider contracted; Services performed; Feedback from UNMI-SSU/UN-DSS on quality of services; Number of missions supported (to IHEC HQ and to other locations)	Reports from service provider to UNOPS; Monitoring and reporting of UNAMI (EAT, SSU)/UN-DSS	UNAMI Needs Assessment; Number of IHEC HQ missions supported in 2007 and 1 st half 2008 (UNAMI-EAT/SSU)	Safe presence of UN Electoral Assistance Team at IHEC HQ and at field locations where necessary; Basis for planning and monitoring of trainings at IHEC HQ

6. Management and Coordination Arrangements

6.1. *Project implementation and supervision arrangements*

The project will be implemented by the UNAMI/Electoral Assistance Team and UNOPS.

Technical supervision will be the responsibility of UNAMI/Electoral Assistance Team, including preparation of training outlines, technical monitoring and evaluation of activities, and liaison and coordination with the IHEC and other IEAT partners. UNAMI/EAT will regularly review the work plan (jointly with IHEC and the IEAT) and recommend adjustments where appropriate. UNOPS will revise the work plan based on UNAMI/EAT recommendations and the appropriate approvals from UNOPS management and the funding source UNDG/ITF.

Mechanisms to help strengthen the IHEC's managerial and planning capacities are implemented simultaneously through the Programme component executed by UNAMI and UNDP, focussing on the management and policy level of the IHEC's institutional development.

UNOPS will be the executing agency, responsible for the organisation of all activities, including procurement, contracting, and recruitment (where applicable, e.g. for training equipment and materials, commercial training providers, interpretation services, experts, etc.). UNOPS will also be in charge of all workshop/training logistics arrangements (including travel, accommodation, visas, etc.). The project will be implemented under strict adherence to UNOPS rules and regulations and expenditure and personnel supervision fall under UNOPS management and responsibility. UNOPS will also provide back-office support where necessary (incl. legal, procurement, management, HR). UNOPS operations are subject to established monitoring procedures and regular reviews and auditing.

UNOPS will monitor all expenditure and review budget execution on a regular basis. Should there be a requirement for adjustment UNOPS will revise the budget, seeking the necessary approvals from within UNOPS and the UNDG/ITF as appropriate. UNOPS will provide regular reports (narrative and financial) to the funding source UNDG/ITF, as specified in the MOU between UNOPS and the UNDG/ITF.

Some of the activities will be implemented through an international NGO, IMC as a pre-selected training provider. The pre-selection of IMC was carried out by the UNAMI (also representing the IEAT) and the IHEC and in line with their professional standards and procedures. UNOPS would be required to ensure that costs (all elements) are reasonable, i.e. in line with market rates or costs for similar activities/of similar nature where a service provider had been identified through a competitive process.

UNOPS Core Project Team

As an important lesson learned from Phase 1 and similar UNOPS projects, capacity building activities require significant and dedicated HR input and close and extensive follow-up on every single activity in order to ensure that its implementation is successful. While it is expected that the frequency of trainings directly before and during an electoral operation will be lower, many activities will be carried out simultaneously during other periods.

UNOPS international project staff will be based in Baghdad/Iraq. Should this be prevented through restrictions imposed by UN-DSS on permanent location of international UNOPS project staff inside Iraq, then they will be based in Amman/Jordan instead and they will be required to go on regular mission to Baghdad/Iraq (or other project implementation sites inside or outside Iraq) to ensure proper implementation of the activities on site. The project budget has made necessary provisions for such travel and life support costs. UNAMI/IEAT, which is permanently based in Baghdad, will be the primary liaison with the relevant counterparts within the IHEC. One National Project Officer will be permanently based in Baghdad/Iraq.

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 project team will be involved in monitoring and evaluating the quality of the Capacity Building Services provided by engaged service providers.

The Project Manager, one Training Specialist and one Operations Specialist will be international staff while all other team members will be recruited nationally as detailed in Tables 2 and 3 below.

The project personnel plan takes into consideration that UNOPS has other project activities taking place during the same period and funded through same source UNDG/ITF which also supports the IHEC (e.g. Communications Support to IHEC, Electoral Education Campaign, Electoral Observer Support). This would lead to synergies allowing the more efficient utilization of human resources.

Table 2: UNOPS International Project Personnel

No	Position Title	Location
1	Project Manager (75%) - Main responsibilities: project management, oversight, supervision and financial and narrative reporting	Baghdad/Iraq ⁵
2	Training Specialist (75%) - Main responsibilities: workshop planning and monitoring but also significant involvement in operational aspects (often simultaneous workshops at different locations)	
3	Operations Specialist (75%) - Main responsibilities: operational planning and implementation (incl. procurement, contracting, travel, accommodation, visa, etc.)	

Table 3: UNOPS National Project Personnel

No	Position Title	Location
1	Project Officer - Main responsibilities: liaison IEAT in BGD, planning and preparation activities with IHEC CB	Baghdad/Iraq
2	Administrative Associate (50%)	Amman/Jordan
3	Administrative Assistant (50%)	Amman/Jordan

The project's budget covers all the personnel related costs including premises, IT equipment and communication costs.

6.2. Delivery mechanism

Project delivery will be based on SOPs established between UNOPS, UNAMI/EAT, IEAT and IHEC. These include detailed process steps and templates for

1. Definition of detailed Training Activity Outlines (including reasons for training, detailed learning objectives, TOR/methodology, dates/itinerary, target group, locations, logistics requirements, etc.) based on the Project's Training Matrix;
2. Endorsement of Training Activity Outlines by IHEC;

⁵ If not possible due to UNDSS restrictions/non-availability of UN slots then Amman/Jordan with frequent missions to Iraq.

3. Activity preparation (including deadlines for nomination of participants, submission of travel-relevant information/documents, travel and hotel bookings⁶, etc.);
4. Activity implementation (including UNOPS and UNAMI facilitation and monitoring);
5. Activity evaluation and reporting, to IHEC and UNDG ITF, including details on participants, delivery, feedback, lessons learned, recommendations, etc.

These SOPs are subject to regular review to ensure that lessons learned are incorporated and applied to subsequent activities.

6.3. *Line ministry counterparts and management role*

The IHEC will be the direct national counterpart to the project as it has been for Phase 1. The working relationship with the IHEC in Phase 1 has been very close and cooperative and discussions leading to the IHEC's request/endorsement of the extension of CB support services through UNAMI/UNOPS have included very positive feedback.

As already described above, the Project's work plan is based on the IHEC's own Capacity Building work plan and IHEC will be actively involved in the project's delivery as well. In fact, any capacity building activity will be individually approved by the IHEC Board of Commissioners and delivery methods and procedures agreed upon. Also, the staff will not just participate to the trainings, but will be involved in the organisation of the activities, in the selection of the training tools and in the delivery itself.

UNAMI and UNOPS have discussed with the IHEC the possibility of co-funding this project. IHEC noted that a transfer of funds from the IHEC to UNOPS would not be possible at this stage (due to technical, legal, and policy issues within the IHEC and GoI structure). Also, the added value of such a transfer would be doubtful as it seemed to make more sense to utilise the approved IHEC budget for capacity building for direct IHEC implementation of complementary training activities (coordinated with the IEAT) rather than shifting full responsibility for trainings to the IEAT/UN and away from the IHEC's own Capacity Building division. However, the IHEC has been providing the project under Phase 1, and it is willing to continue throughout Phase 2, with office space, equipment and assistance. Also, thanks to the capacity built so far, the project can now avail of some services such as translation and interpretation directly rendered by IHEC staff.

6.4. *Sector Outcome Team Cooperation*

This project falls within the Governance Sector Outcome Team and its specific area of 'Electoral Support' and follows the SOT's matrix within the context of the UN Assistance Strategy for 2008 - 2010.

The SOT's most active members in this area include UNAMI, UNDP, UNOPS, and UNESCO. All of these actors are either directly or indirectly involved in this project:

- UNAMI – mandated entity for UN's electoral assistance to IHEC and GOI and lead of IEAT
- UNAMI/UNOPS – implementers of this Project
- UNAMI/UNDP – implementer of ongoing institutional development component under the same Programme
- UNDP/UNESCO – involved in complementary capacity building for IHEC media department under a separate project.

⁶ Based on IEAT harmonized modalities (e.g. full-board with reduced DSA as standard for all participants).

All international assistance to the IHEC is also coordinated through the IEAT whose members include non-UN actors such as IFES, Scuola Superiore Sant'Anna and international donors (USAID, DFID, EC and others). IFES and Scuola Superiore Sant'Anna provide capacity building to the IHEC for specific areas which are coordinated through the IEAT and which do not overlap with the UN's programme. Some activities will be jointly implemented, such as a Voter Registration Update-related activity between UNAMI/UNOPS and Scuola Superiore Sant'Anna.

The Project was also discussed and coordinated with other stakeholders involved in electoral processes in Iraq, including IFES, ACHRS and NDI regarding IHEC's electoral observer and electoral media observer outreach, and numerous Iraqi NGOs through their inclusion in the UNAMI/UNOPS Electoral Education project which includes an element of improving the IHEC's capacity of communicating and working with the Iraqi civil society.

The Project will provide regular updates and reports to the Sector Outcome Team and the IEAT.

7. Feasibility, risk management and sustainability of results

7.1. Feasibility

This project is in continuation of similar activities implemented through UNAMI/UNOPS from 2007 to 2008. While previous trainings and workshops have yielded a number of lessons learned, it had been possible to successfully implement and to achieve the objectives set out through the Project's work plan and with only slight delays in the original time frame (project duration 15 instead of 12 months). Given the support of the Board of Commissioners, the commitment of IHEC staff and the expertise acquired by UNAMI and UNOPS during Phase 1, no significant obstacle is envisaged in the implementation of Phase 2. On the contrary, it is expected that thanks to the experience gained by all partners this phase will be more effective and efficient than the previous one.

7.2. Risk Management

1. Security

Most of the project activities are planned to be carried out inside Iraq, mainly at the IHEC HQ in the Amber Zone of Baghdad (but also to other UN-DSS cleared locations, e.g. Erbil). As the development of a functioning electoral system in Iraq forms one of the main pillars of the new democratic society, activities related to the support of this system are to be implemented under the assumption that the security of project staff, beneficiaries and other stakeholders is at risk.

Over the past few months, the security situation in Iraq has seen significant improvements. Even if this trend continues, certain restrictions will still apply (e.g. on travel to and inside Iraq, travel between 'Green Zone' and IHEC HQ, UN ceilings in Baghdad, etc.). If the security situation deteriorates once more, then this might have implications on the time plan and/or location of individual activities.

One of the most pressing problems regarding security is the requirement for UNAMI/UNOPS/UNDP staff working with the IHEC to be escorted on a daily basis between the 'Green Zone' and the IHEC HQ and GEO locations as well as inside the IHEC offices located in the 'Amber Zone'. The capacity of UN-DSS/UNAMI-SSU to support such daily missions is insufficient and has been subject to discussions between UNAMI/Electoral Support Team, UNAMI-SSU/UN-DSS and the SRSG's office. The outcome of these discussions is a recommendation for this project to incorporate the provision of certain security services through a commercial entity selected based on a competitive procurement exercise. This service provider would operate under the supervision and coordination of UN-SSU/UN-DSS and in accordance with UN civil-military guidelines enabling the IEAT's UN members to efficiently implement the UN's mandate to assist the IHEC in its institutional development.

The Project will also take into consideration the potential security risks for international and national staff and IHEC personnel participating in Project activities. Their safety and security will take priority over project delivery and might result in delays or changes in location for specific activities.

2. Political Uncertainty

It is expected that a number of electoral operations will be conducted during the project's implementation period 2008-2010. These include the holding of governorate elections in 14 governorates (scheduled for 31 January 2009), as well as a number of electoral events in the Kurdish Region, a second constitutional referendum, a possible referendum on the status of disputed territories (including Kirkuk), a potential referendum on the formation of regions and eventually new parliamentary elections. At the time of writing this document, most of these dates are not set yet. However, it is expected that any of them would have an effect on the Project's work plan and availability of IHEC participants and therefore impact on the implementation of capacity building activities.

In order to mitigate this risk, the Project will be closely following up on developments of the Iraqi electoral timetable and will adjust the requirements and the Project's work plan based on regular assessments and on recommendations by the IHEC and UNAMI.

Based on the lessons learned from Phase 1 and other UNOPS projects in Iraq, the Project work plan for Phase II was developed on a more realistic timeframe of 18 months.

3. Support and Cooperation of the IHEC

The success of this Project depends greatly on IHEC itself. Aspects of this are:

- a) Quality of IHEC's institutional development strategy and how it meets strategic requirements and actual capacity gaps.
- b) Strategic fit between IHEC's institutional development strategy (including HR strategy and policies) and IHEC capacity building work plan;
- c) Alignment of this Project's objectives and Training Matrix with IHEC capacity building work plan and the assistance provided through other IEAT members;
- d) Full commitment of IHEC to UN training activities;
- e) Selection and nomination of appropriate IHEC personnel for training participation and linkage to staff career development;
- f) Active participation of IHEC personnel in activities and feedback re success and further development needs;
- g) Joint evaluation of training results IHEC and UN and utilisation of findings/results as basis for future capacity building.

Not meeting these conditions would mean a risk for this Project to fail. Consequently, a number of mitigating strategies have been identified:

- a. Advisory support from the UNAMI/Electoral Assistance Team to IHEC (outside this Project).
- b. Expert assistance to IHEC through the UNAMI/Electoral Assistance Team (outside this Project).
- c. Extensive discussions of the Training Matrix between UNOPS, UNAMI and IHEC Capacity Building Unit and agreement on which items are to be included under this Project. Coordination with training activities implemented by UNDP and other IEAT partners to avoid duplications.
- d. Every detailed Training Activity Outcome will need to be endorsed by IHEC prior to actual implementation. This way, details (methodology, time frame, etc.) can be discussed during the actual planning phase and misunderstandings between IHEC and UN avoided.

- e. UNAMI/Electoral Assistance Team's Capacity Building Unit to work closely with IHEC Capacity Building Unit and the relevant IHEC division receiving the training to ensure that the appropriate personnel identified are available for training activity. UNAMI/UNDP also work with IHEC on the IHEC's HR strategy and policies to ensure that capacity building requirements identified not only on institutional but also on individual level are incorporated into individual career development plan, also increasing staff retention.
- f. Clear communication of training agenda and arrangements and customisation of trainings to IHEC-specific requirements. Lessons learned from feedback participants.
- g. All trainings will be completed through preparation of reports describing the activity, summarising the results and feedback and recommending follow-up activities (where applicable). IEAT capacity assessments in 2009/2010.
- h. IHEC is committed to providing the necessary environment in which trained staff can exercise their new skills and share information with other staff.
- i. Staff sent on trainings will be held accountable for disseminating the knowledge and skills learned to other IHEC personnel as appropriate, to enhance institutionalisation of the capacity.

It is essential that this Project benefits generally from a positive working relationship with the IHEC. One of the critical aspects to achieve this is direct communication rather than remote coordination through e-mail or telephone. Therefore, it will be a requirement for project personnel to be present at the IHEC through meetings and discussions to ensure that assistance provided is desired, addressing actual needs, and sustainable.

4. IHEC Staff Retention

An essential factor in ensuring the success of the project both in the immediate and longer term will be the retention of staff by the IHEC. Over the past few years IHEC has experienced difficulties in retaining personnel. Should such a situation re-occur it could to a large extent negate the beneficial impact of the capacity building trainings being provided by this project, resulting in a loss of long-term sustainable benefit to the Commission. Therefore, the project will continue to work closely with the Commission to ensure that personnel receiving capacity building training are encouraged to remain with the organisation through good personnel management techniques. This will include UNAMI support to the IHEC to implement an HR strategy and policy that provides a framework for performance-based career development and appropriate contractual modalities (salary, pension, civil servant status, etc.).

7.3. Sustainability of Project Results

The Project's training programme was developed on recent capacity assessments based on gaps identified during Phase 1. Therefore some of the proposed trainings are a continuation/development of trainings implemented in Phase 1, while others are planned to address deficiencies which were not assessed before but which became evident thanks to the incessant work carried out side by side with the IHEC. All trainings are nonetheless based on long-term development requirements and on the IHEC's own institutional development strategy and work plan aiming at sustainable development. Results would therefore be valid also after the Project has been completed and will promote the over-all goal of an independent and professional organisation beyond the direct involvement of the UN or other external actors.

Although it is possible that even after completion not all the needs of the Institution will be fully addressed, it is also envisaged that the Project will provide essential tools to the IHEC to identify necessities, prioritise actions, and implement *ad hoc* learning sessions, as well as develop training programmes to meet the continuous learning requirements of a modern Institution. This includes budget planning and management to ensure the resources are available to sustain results and continue to address needs.

8. Monitoring, Evaluation, and Reporting

8.1. Monitoring and Evaluation (M&E)

a) Internal Project M&E

Monitoring and Evaluation will be carried out as follows:

1. UNAMI/Electoral Assistance Team staff will provide M&E support to the project to track realisation of project outcomes and outputs: Every capacity building activity will be monitored by UNAMI/EAT and results will be evaluated and respective reports and recommendations will be submitted to the project management, UNAMI/EAT and the IHEC.
2. UNOPS project staff will inspect and ensure that implementing partners' contractual obligations are implemented on time and stipulated services are delivered to designated beneficiaries;
3. UNAMI/EAT and UNOPS will remain in permanent contact with IHEC counterparts to actively seek their input and feedback. Furthermore, training participants will be asked to provide feedback on the activity and suggestions on next steps. The IHEC Board of Commissioners and the IHEC Capacity Building division will be informed of outcomes and will be part of the decision making for future activities to ensure actual needs are prioritised and addressed.
4. UNOPS will compile 3-monthly fiches and 6-monthly narrative and financial reports for UNDG-ITF;
5. Relying on the UN's broad experience of electoral support for Iraq and globally, technical monitoring, quality control and impact assessment will be carried out by the technical supervisor (UNAMI/IEAT) and during and after every implemented activity. Also general impact assessment will be conducted periodically and with focus on specific IHEC divisions and units. A comprehensive impact assessment will be carried out by the IEAT in early 2009 and again in early 2010.

b) External Independent Review

Provision for an independent review has been made in the budget. This will be undertaken towards the end of the project period.

The project will also be subject to UNOPS' standard reviews and audits, coordinated through UNOPS HQ.

8.2. Reporting

As this Project will be executed by UNOPS, management and oversight of the project will be according to standard UN procedures laid out in the UNOPS programme manual 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. 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 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.

Overall management of this project shall come under the direction of a UNOPS Project Manager who will also ensure the preparation and delivery of the relevant project narrative and financial reports together with their submission and circulation to the UNDG/ITF and other appropriate project partners.

UNOPS will prepare periodic progress and final reports (narrative and financial) as per the schedule and formats defined by the MoU with the funding source UNDG/ITF. UNOPS will also be responsible for preparation of the project's Final Financial Statement.

Total UN organization 1* UNAMI	USD 0
Total UN organization 2* UNOPS	USD 3,885,481
Total Planned Budget	USD 3,885,481

Details of the proposed activities are indicated in the table below (“Training Matrix”).

#	Activities	Target Group	Areas To Be Covered	Location	Remarks
1	Human Resources Study Visit UK	Admin Dept, HR, Office of CEO	Study visit to review best practices in human resources management systems and processes	UK	
2	Training of Trainers	HQ and GEO Core Trainers	ToT on training techniques and methodologies	Erbil	To be considered in relation to separate ACHRS proposal
3	Meetings Management Skills	All	Training in meetings preparation, management and follow up	Baghdad	
4	Introduction to Programming	VR and Data Management Sections	Microsoft Course 2667	Amman	all to be covered as one package: 21 - 25 days in total
5	Introduction to Visual Basic .NET Programming with Microsoft .NET	VR and Data Management Sections	Microsoft Course 2559	Amman	
6	Introduction to SQL Server 2005	VR and Data Management Sections		Amman	
7	Programming using SQL Server 2005	VR and Data Management Sections		Amman	
8	Crystal Reports	VR and Data Management Sections		Amman	
9	Relational Database Design, Tools and Techniques	VR and Data Management Sections	Database development training	Iraq	
10	Systems Analysis and Design	VR and Data Management Sections	Database development training	Iraq	
11	Programming with .NET: A Comprehensive Hands on Introduction	VR and Data Management Sections	Training in Visual Studio 2005	Iraq	
12	ADO.net Intermediate to Advanced	VR and Data Management Programmers	Training in database programming	Iraq	
13	Administering and Automating Microsoft SQL Server 2005 Databases and Servers	VR and Data Management Section Heads plus VR Unit Heads	Microsoft Course 2789	Iraq	
14	Writing Queries Using Microsoft SQL Server 2005 Transact-SQL	VR and Data Management Sections	Customized training in writing queries	Iraq	
15	Designing Microsoft SQL Server 2005 Databases	VR and Data Management Sections		Iraq	

#	Activities	Target Group	Areas To Be Covered	Location	Remarks
16	Optimizing the Software Development Lifecycle with Microsoft visual Studio Team System	VR and DM Section Heads & programmers	Microsoft Course 2631	Iraq	
17	Basic Computer Skills	All as required.	Basic training in Excel, Word, Outlook as required to ensure minimal standards within IHEC	Iraq	
18	Election Planning Workshop	Capacity Building Division	Addressing findings of VRU Lessons Learned workshop to improve technical skills CB Division prior to governorate elections	Erbil	1 week, Erbil
19	Interpretation Skills	Translation Section		Iraq	
20	Security planning and management	HQ and GEO Field Security; HQ Security	Security planning and management for events	Erbil	
21	Communication and coordination skills	Electoral Administration (incl. Capacity Building, Translation department, Security)	Communicating with others, negotiation skills, conflict resolution	Iraq	2 sessions, 1 week each, Erbil to be implemented through pre-selected IEAT partner INGO IMC
22	Report writing and correspondence skills	General Secretariat, GEO offices, Field Support Department	Meeting-related reports, internal reports and documentation, etc.	Iraq	BGD-based, 1 week, to be implemented through pre-selected IEAT partner INGO IMC
23	Team Building Techniques	Capacity Building Department		Baghdad	BGD-based, 1 week, to be implemented through pre-selected IEAT partner INGO IMC
24	Workshop: CB Strategies and Methodologies	Capacity Building Department	Capacity building strategic planning; various approaches to capacity development and strategies for sustainability.	Amman	To include comparative case studies from the region plus facilitated strategy planning
25	Translation	Translation Section	Translation / Interpretation skills - English/Arabic/English	Iraq	Numbers dependent on recruitment
26	Translation	Translation Section	Translation / Interpretation skills - Arabic/Kurdish/Arabic	Iraq	Numbers dependent on recruitment
27	Graphic design for public outreach	Graphic Designers + Public Outreach Department POD	Graphic design techniques for publishing/design of outreach materials.	Amman	Combined workshop for graphic design and public outreach representatives

#	Activities	Target Group	Areas To Be Covered	Location	Remarks
28	Study Visit - Logistics Planning and Management	Selected HQ logistics staff	Study visit on full procurement cycle.	TBD	
29	Server Administration	IT	Server administration course	Iraq	
30	ASP.Net/PHP Course	Data Mgmt	ASP.Net/PHP training	Iraq	
31	Protection Officer Training	HQ Security	Course to advance PSD skills	Baghdad	3 courses in BGD with 12 participants each, 3 weeks each
32	Stationary Guard Course	GEO Security		Erbil	2 courses a 19 participants from GEO, Erbil, 1 week
33	Programming Self Dev (SQL, SQL Serv., VB.net, etc)	Data Mgmt	SQL, SQL server, VB.Net, C#, Adobe Acrobat, MS Access, MS Excel	Iraq	
34	Operational Issues VRU	Operations	Voter Registration Update 2008	TBD	

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Project Budget:

Budget Category	Item Description	Unit	Unit Cost	Qty	Total Budget US\$	ESTIMATED UTILIZATION OF RESOURCES US\$	
						2008	2009/2010
						Budget	Budget
1. PERSONNEL							
1.1 National Programme Personnel							
	Administrative Associate, AMM (50%)	0.5	2,500	18	22,500	2,500	20,000
	Administrative Assistant, AMM (50%)	0.5	1,800	18	16,200	1,800	14,400
	National Project Officer, BGD (100%)	1	2,500	18	45,000	5,000	40,000
1.2 International Programme Personnel							
	Project Manager, BGD (75%)	0.75	17,000	18	229,500	34,000	195,500
	Training Specialist, BGD (75%)	0.75	14,500	18	195,750	29,000	166,750
	Operations Specialist, BGD (75%)	0.75	12,500	18	168,750	25,000	143,750
1.3 National Consultants							
1.4 International Consultants							
2. CONTRACTS							
	Translation/Printing/Distribution Training Materials etc.	1	75,000		75,000	8,333	66,667
	Contract for provision of security for UN Electoral Support staff	1	190,000	8	1,520,000	380,000	1,140,000
	Independent Monitoring/Evaluation	1	25,000		25,000	5,000	20,000
3. TRAINING							
	Training/workshops/etc. for priority sections:						
	- IT & Database	17			255,000	50,000	205,000
	- Capacity Building/HR	8			273,000	40,000	233,000
	- Security	3			337,000	200,000	137,000
	- Translation/Interpretation	3			13,500	0	13,500
	- Logistics, Procurement/Contracting	1			38,000	0	38,000
	- Graphic Design	1			36,000	36,000	0
	- Operations (VRU)	1			150,000	150,000	0
4. EQUIPMENT							
	Office/IT equipment	6	4,000		24,000	20,000	4,000
5. SUPPLIES & COMMODITIES							
6. TRANSPORT (ONLY FOR WFP PROJECTS)							
7. TRAVEL							
	Mission travel (UN)		2,500	18	45,000	5,000	40,000
	Life Support (UNAMI)		3,416	18	61,488	6,832	54,656
	Travel (IHEC coordinators)		1,000	18	18,000	2,000	16,000
8. PROGRAMME/PROJECT SUB-TOTAL					3,548,688	1,000,465	2,548,223

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9. MISCELLANEOUS (Should Not Exceed 3% of BL 8)					70,000	10,000	60,000
10. SECURITY (Should Not Exceed 2% of BL 8)					45,000	5,000	40,000
11. AGENCY MANAGEMENT SUPPORT COST (Including Monitoring & Reporting) 6.25%					228,981	62,529	166,452
12. PROGRAMME BUDGET TOTAL					3,892,669	1,077,994	2,814,675

Budget narrative:

The total budget requirement is USD 3,885,481.

Direct costs

1. USD 75,000 for the preparation and dissemination of training materials for all 34 training activities and an estimated 1,054 IHEC participants, including design/translation (where necessary), printing, and distribution.
2. USD 1,520,000 for a private sector company to provide security services for the UN's electoral assistance team (not restricted to staff of this particular project but also for UNAMI/EAT, UNDP, UNESCO, UNOPS required to work or visit 'Amber Zone' or other locations requiring such support. The estimation is based on market research and current rates obtained in Baghdad/Iraq. The duration of such service requirement would be up to 8 months (initial contract 6 months) to ensure that the UN's electoral assistance team has full access to the IHEC during the electoral operations scheduled for the first half of 2009 (provincial elections in January as well as KRG elections in May). The contract itself will be based on a fully competitive procurement process and the technical evaluation will involve experts and counterparts from UNAMI-SSU/UN-DSS.
3. The project budget makes provision for an independent monitoring and evaluation exercise (up to USD 25,000). This amount is based on past experience for similar activities and is planned to include the recruitment of a short-term consultant.

Direct support costs

1. The total budget for personnel is USD 677,700 (17.4% of total project budget). For details on the personnel to be contracted under this labour-intensive Project, please refer to section 6.1.
2. The project's budget also covers estimated costs of
 - USD 45,000 (1.1% of total project budget) for project personnel mission travel and life support;
 - USD 61,488 (1.6% of total project budget) for life support costs for project staff located in Baghdad.
 - USD 18,000 (0.5% of total project budget) for travel costs related to the requirement of IHEC staff (Capacity Building division, Board of Commissioners) to be present at training activities to ensure proper coordination, implementation, monitoring and evaluation;
 - USD 24,000 (0.6% of total project budget) for expenditure related to office and IT equipment for project staff;
 - USD 45,000 (1.1% of total project budget) for security-related expenditure; and
 - USD 70,000 (1.8% of total project budget) for communication, office supplies and stationery, rental of project office space and utilities, the rental of a vehicle (cost-shared with other projects) as well as 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).

G11-19

Annex A: Agency Project Status Profiles – UNOPS

Please note that all commitment and disbursement figures are non-certified.

Sl. #	Project ID #	Project Title	Total Budget (US\$)	Implementation Rate (% complete)	Commitments (% as at 30 September 08)	Disbursements (% as at 30 September 08)	Remarks
1	C9-19	Human Rights Projects for Iraq (w/ UNAMI-HRO)	3,163,586	85%	81%	75%	
2	C9-20	Facilitating Reconciliation Through Constitutional Review (w/ UNAMI-OCS)	6,033,807	70%	66%	62%	
3	C9-21 e	Support to Parliamentary Affairs and Constitutional Outreach (Constitution II)	1,067,388	70%	59%	45%	
4	C9-22	Assistance for the Establishment of the Secretariat for the International Compact with Iraq	3,414,816	25%	23%	16%	
5	G11-14	Training for IECI (w/ UNAMI)	2,584,466	100%	100%	99%	
6	G11-15	Electoral Education Campaign (w/ UNAMI)	5,006,147	80%	77%	43%	
7	G11-16	Support to Observers for Iraqi elections Phase III (w/ UNAMI)	6,243,599	95%	95%	82%	
8	G11-17	Communication Support and Technical Assistance to IHEC (w/ UNAMI)	4,366,937	70%	62%	47%	
		TOTALS (US\$)	44,109,223	75%	64%	53%	