



**UNITED NATIONS DEVELOPMENT GROUP  
IRAQ TRUST FUND  
Programme Cover Page**

<b>Participating UN Organisation(s):</b> UNDP, UNDP/EAAD (UNEAD) / UNAMI	<b>Sector Outcome Team(s):</b> Governance
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<b>Programme Title:</b> Technical Assistance to IHEC – Phase 2	<b>Programme Number:</b> <b>G11-20</b>

**Programme Description** (limit 1,000 characters):

This programme aims at providing the Independent High Electoral Commission of Iraq (IHEC) with essential and urgent technical assistance by securing the required number of international electoral experts and advisors to provide the required electoral technical assistance and support to the IHEC during the 2009/2010 electoral events. The UN was mandated under SCR 1770 to provide assistance to the Independent electoral commission of Iraq. The assistance is divided into two categories. First is the longer term institutional development and the second deals with immediate electoral operational support.

The international electoral experts and advisers have been providing the required technical assistance to IHEC since 2004. Funds needed to secure the required number of international electoral experts and advisers during 2004 – 2008 were provided through the “Technical Assistance to IECI/IHEC” programme, which will expire on 31 December 2008. Phase 2 will provide the necessary funds to continue the provision of international electoral experts and advisers.

<b>Programme Costs:</b>		<b>Programme Location:</b>	
<b>UNDG ITF:</b>	<b>\$3,674,736</b>	<b>Governorate(s):</b>	Primarily in Baghdad, with impact and possible activities elsewhere
<b>Govt. Contribution:</b>	\$ 0.0	<b>District(s):</b>	
<b>Agency Core:</b>	\$ 0.0	<b>Town(s):</b>	
<b>Other:</b>	\$ 0.0		
<b>TOTAL:</b>	<b>\$3,674,736</b>		

**Govt of Iraq Line Ministry Responsible:**

The Independent High Electoral Commission of Iraq (IHEC)

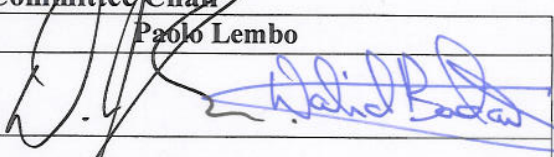
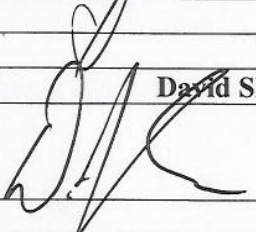
**Programme Duration:**

**Total # of months:** 24  
**Expected Start date:** 01 January 2009  
**Expected End date:** 31 December 2010

**Review & Approval Dates**

**Line Ministry Endorsement Letter:** 29 September 2008  
**Concept note Endorsement Letter** 29 September 2008  
**SOT Approval Date:** 6 October 2008  
**Peer Group Review Date:** 23 November 2008  
**ISRB Approval Date:** 03 December 2008  
**Steering Committee Approval Date:** 04 December 2008

**Signatures of Agencies and Steering Committee Chair**

<b>I.</b>	<b>Name of Representative</b>	Paolo Lembo
	<b>Signature</b>	
	<b>Name of Agency</b>	UNDP
	<b>Date</b>	
<b>III.</b>	<b>Name of Steering Committee Chair</b>	David Shearer
	<b>Signature</b>	
	<b>Date</b>	

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

**NDS:** Strengthen good governance and improve security

**ICI:** Although there is not a specific benchmark for elections, this programme supports:  
 Section 3.1.2 (Implementation of political / legislative timetable)  
 Article 4.2 (Strengthen institutions to improve governance)

**Sector Team Outcome(s):**

1. Strengthened Electoral Process in Iraq.

**Integrated Programme Outcome(s):**

1. Strengthened electoral operations in Iraq, ensuring free and fair elections.

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

<b>Participating UN Organization</b>	<b>Portion from Budget (US \$)</b>
UNDP	<b>\$3,674,736</b>
UNAMI	\$0.0
UNEAD	\$0.0
<b>Total Budget (US \$)</b>	<b>\$3,674,736</b>

<b>Total budget (in US \$):</b>	<b>\$3,674,736</b>
<b>Sources:</b>	
• Government	\$ 0.0
• ITF (earmarked) (EC)	<b>\$3,674,736</b>
• ITF (unearmarked)	\$ 0.0
<b><u>UN Core/non-core sources</u></b>	
• UN Org (specify: )	\$ _____
• UN Org (specify: )	\$ _____
• UN Org (specify: )	\$ _____
• UN Org(specify: )	\$ _____
• UN Org(specify: )	\$ _____

## **1. Executive Summary**

This programme addresses the Governance Sector Outcome #1 (“Strengthened electoral processes in Iraq) in support of priorities identified within the NDS and ICI, namely:

**NDS:** Strengthening good governance and improving security

**ICI:** Implementation of political /legislative timetable, and; strengthening institutions and improving governance

The UN has played a key role in establishing and consolidating the Independent Electoral Commission of Iraq (IECI) at the national and field levels. With the assistance of the United Nations, the IECI was established and mandated in 2004 to conduct election activities for the 2005 transitional period. Three major electoral events were successfully conducted by IECI supported by the UN in 2005 to include a Transitional National Assembly (TNA), Referendum on the constitution and Parliamentary elections.

Phase One of this project provided a flexible and essential instrument for provisions of short-term expertise to address operational issues as well as technical input for legislative issues. International electoral experts were deployed to provide comments and recommendations on the electoral law(s), assist IHEC regulate the laws, write procedures, prepare operational training courses, assessments of various departments of IECI and its readiness to organise electoral events.

The international electoral assistance team (IEAT) was established to coordinate all assistance provided by various UN agencies as well as other international partners such as the International Foundation for Election Systems, the EC and DIFID. The IEAT, headed by UNAMI’s Chief Technical Advisor (CTA), continues to be the only mechanism of coordination of international assistance efforts.

With the approval of the law on establishing the Independent High Electoral Commission (IHEC) by the Council of Representatives on 23 January 2007, the electoral commission was transformed from a transitional institution to a permanent independent institution. This resulted in the appointment of a new Board of Commissioners (BoC), and new staff members, especially for the senior positions (heads of divisions and heads of governorates offices).

With the passage of the SCR 1770 and the request of the newly appointed BoC for the UN to continue providing professional technical assistance to IHEC to further develop the capacity of the Commission and its new staff, in preparation for the upcoming electoral processes scheduled for 2009/2010 (Governorate councils’ elections, district and sub district council elections, referendum on the disputed territories, Kurdistan governorate councils’ elections, Kurdistan Parliament elections and the Council of Representatives elections), the UN will extend its assistance to further address the immediate needs as well as develop the capacity of IHEC and its staff.

Based on an IHEC needs assessment exercise conducted jointly by the UN and IHEC upon the appointment of the new BoC in 2007, and on an ongoing consultation process between IHEC and the UN (the CTA sits on all board meetings with IHEC and provides daily advisory role to IHEC), assistance in areas described in the document will be necessary to conduct the upcoming elections.

In order to continue provide the required assistance, and to anticipate for any urgent/immediate assistance during the upcoming critical period of electoral events, funding is requested for securing the required number of international electoral advisers and experts to continue support IHEC and to make sure that all prerequisites for free and fair elections are in place. The provision of experts and advisors will ensure:

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A. Support and Advice to IHEC in planning/implementation for electoral events, including advice for relevant legislation, IHEC regulations & procedures (complaints, voter registration, public outreach, political entities), operational aspects (assistance with international procurement and logistics, ballot design, security coordination, coordination of national and international observers support).

B. Continuation of technical assistance/IHEC institutional development: monitoring and evaluation of IEAT institutional development activities UNOPS, UNDP, UNESCO and provisions of technical input where necessary; re-assessment of IHEC institutional capacity in mid 2009 and 2010.

As with Phase 1, this programme is a collaboration between UNEAD, represented by UNAMI, and UNDP. UNEAD will identify electoral experts and advisors to work in Iraq and Jordan. UNDP will recruit those experts based on the selection of the UNEAD and in accordance with the UN rules and regulations. Due to the security restrictions regarding the number of international staff accommodated in Iraq at any given time, international electoral experts may be requested from time to time to operate out of the UNAMI office in Jordan. Specifically, the roles are as follows:

- UNAMI: overall coordination of support/assistance/advice to IHEC under SCR 1770, including identification of expert requirements as needs arise and where not covered by UNAMI core team. UNAMI will also supervise all international experts and their input.
- UNDP: recruitment, movement, and contract administration of short-term experts. UNDP will also be responsible for financial and narrative reporting.
- Other stakeholders and partners: IHEC (recipient of assistance/advice/support and will be UNAMI's main partner in need identification), UNOPS/UNDP/IFES/others as applicable will implement specific training and institutional support activities.

## **2. Situation Analysis**

Iraq is undergoing a fundamental political transition towards a sovereign, unified, democratic and federal state where all Iraqis live in dignity and where civil and political rights of the Iraqi citizens in electing their representatives are respected and guaranteed through free and fair elections. The drafting and adoption of a new constitution in 2005 and the elections of 2005 helped establish the legitimacy of the government and improved representation; however both processes can be considered only stages in a transition towards good governance. The constitutional review in 2009-2010 will enable broader participation, and local elections and referenda planned for 2009 will give all Iraqis a new opportunity to participate in electing officials freely and fairly.

Electoral processes need to be improved and the independence and professionalism of the IHEC is a prerequisite for free and fair elections. The 2009 local elections are particularly important as local authorities will play a key role in the future development of Iraq due to the constitutional model of decentralization already adopted.

The Independent High Electoral Commission of Iraq (IECI/IHEC) is a relatively newly established independent body (established in 2004), which has been granted the full responsibility to run free and fair elections in Iraq. The recruitment of the nine members of the Board of Commissioners of IHEC was based on Coalition Provisional Authority (CPA) orders and the selection of those commissioners was done by the UN electoral experts and specialists to ensure neutrality and transparency.

Following their recruitment in 2004, the IECI/IHEC forwarded a request to the UN SG asking the United Nations to provide technical assistance. The assistance required included the establishing of the electoral commission as an institution; the planning, preparation and organization of the electoral process; the training of

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the IECI/IHEC staff to become skilled electoral staff; the coordination of international electoral assistance; and guidance towards assuring an inclusive, transparent and credible elections, in accordance with the international standards.

The UN was mandated in 2005 by Security Council Resolution 1546 to assist Iraq's then election commission to implement elections. The UN played a significant operational role in the 2005 election events and provided the necessary support to the IECI/IHEC in the conduct of three main electoral events during 2005 (the General Assembly elections, the constitutional referendum and the Council of Representatives elections).

The transformation of the commission from a transitional to a permanent institution in 2007 that resulted in the appointment of the new BoC and the senior management positions of IHEC in 2007 and 2008, the lessons learned from the 2005 electoral events and the needs assessment exercises that were conducted jointly by the UN and IHEC in November 2006, have demonstrated that IHEC will still need electoral support and assistance in the areas mentioned in the "Executive Summary" above to conduct the upcoming electoral events.

As of 2007, the UN operates under a new Security Council Resolution, 1770, that mandates the UN to advise, support, and assist the Government of Iraq and the IHEC on the development of processes for holding elections and referenda. In addition the IHEC Board of Commissioners has invited the UN to provide technical support, during the upcoming elections as well as participate in the development of the institutional capacity of the commission.

Within this context, despite the favourable evolution of the IHEC capacity to manage an electoral process, competency and policy gaps still exist, as assessed by the IEAT team. As per the SCR 1770, the UN continues to support and enable credible electoral processes in Iraq under what is still a fluid transitional political situation. The IEAT team will continue to provide technical assistance to the IHEC while also providing a mentoring process to enhance the capacity of the IHEC personnel to ensure institutionalization of the functions for future electoral activities.

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

#### **Background/Context:**

Through this programme, the UN will provide the required electoral technical assistance and support to the IHEC in its efforts to plan and organize future electoral events according to the timetable mentioned in the Iraqi constitution.

The upcoming electoral events in Iraq will greatly contribute to the improvement of governance and democracy in the country. On September 24, 2008, the Iraqi parliament unanimously passed the electoral law which will govern the governorate council elections. IHEC has expressed its operational readiness to conduct the elections by January 31, 2009. Free and fair elections can contribute to the establishment of a representative democracy where people elect their leaders to speak and make decisions on their behalf. Free and fair elections are an alternative to civil war and oppression and give legitimacy to governments both nationally and internationally. This programme relates to the following NDS and ICI goals:

NDS: Strengthening good governance and improving security

ICI: Implementation of political / legislative timetable, and; Strengthening institutions and improving governance

Phase 1 of this programme successfully achieved its objectives in providing the required technical assistance including:

- establishing the electoral commission as an institution;

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- providing the necessary policy advice;
- planning, preparation and organization of the electoral process in 2005, and;
- providing guidance towards ensuring inclusive, transparent and credible elections, in accordance with the international standards.

However, IHEC still needs and has requested further technical support from the UN to conduct the 2009/2010 electoral events. In particular, they need support in operational planning, logistics, international procurement, public outreach, regulations/procedures, security, ballot design, political entities, counting and seat allocation (with the newly adopted open list system).

UNDP will recruit the international electoral experts based on the selection of the UNEAD and in accordance with the UN rules and regulations. The implementing partners (UNDP and UNEAD) will be guided by UNAMI/International Electoral Assistance Team (IEAT) as the technical supervisor of the UN's support to the electoral process.

### **Lessons Learned:**

Lessons learned from the 2005 elections and Phase 1 of this programme indicate that the support provided by the UN was critical in terms of providing the necessary international assistance in a timely and effective manner, significantly contributing to the successful implementation of the three main electoral events in Iraq during 2005 which was recognized by the international community as free and fair elections.

At the May 2006 Lessons Learnt Conference, IHEC recognised the important contribution of international experts to running three elections in one year. At the same time, however, it was thought that experts were concentrated in Baghdad and that the international electoral experts did not follow a capacity building approach while providing technical support to IHEC. The IHEC therefore recommended that more experts be posted in the North, and that greater emphasis be given to experts' ability to build capacity. It is understood that due to the tight timeframe in which the 2005 elections were implemented and the pressure this placed on the international advisers, those advisers were unable of adopting a proper capacity building approach while providing technical support to IHEC.

Therefore, within the context of this programme, the UN will ensure that the Terms of Reference of the international experts and advisers will include the obligation of transferring knowledge and building capacity of their IHEC counterparts. In addition, the UN has also responded to IHEC's request by developing and implementing two capacity building programmes which are currently implemented by UNDP and UNOPS. This programme will link with those programmes by ensuring that the international experts deployed under this project will assist IHEC design all training activities in a manner to effectively benefit the identified staff of IHEC. The experts will also assist IHEC to identify proper activities for implementation. UNDP/UNOPS projects will organise and prepare for the activities for implementation under the supervision of the international experts. The Programme Coordinator will ensure synergies between this programme and other programmes supporting the IHEC.

The UN has established an electoral support office in the north of Iraq, and will try, whenever the security situation permits, to deploy a sufficient number of electoral experts and advisers to various governorates' electoral offices in Iraq.

### **Assessment of Cross-Cutting Issues**

#### Gender Equality

For several decades, women have been disproportionately excluded from governance. The UN has advised the Government of Iraq on the importance of securing women representation in governance and has provided the necessary technical advice to IHEC to ensure the development of relevant candidate nomination procedures that will achieve the required gender quota in the Council of Representatives. The UN will continue to provide the

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necessary advice to IHEC through this programme to achieve the required gender quota in the upcoming electoral events. Furthermore, the UN will continue to advise IHEC on the importance of achieving a gender balance among its staff and to include women in all IHEC activities.

### Human Rights

The GOI is a signatory of the Universal Declaration of Human Rights which stipulates in Article 21 the right of the citizens to exercise their political rights and choose their representatives through free and fair elections. The UN will continue to provide the necessary technical advice to IHEC and will ensure the implementation of best electoral practices to secure Iraqi citizens' right to elect representatives through free and fair elections organized by a professional and independent body.

Although this programme does not directly have vulnerable or marginalised groups as its beneficiaries, it will entail benefits for these sections of society, ensuring inclusion in the electoral process. This is particularly important in regards to displaced populations and minorities. Through recommendations, the IHEC will be able to improve its implementation of electoral processes in Iraq and so encourage and facilitate the participation of all Iraqi voters.

Environment: It is not anticipated that there will be a direct environmental impact as a result of this programme.

Employment Generation: It is not anticipated that there will be long term employment generation as a result of this programme, however it is the intent to recruit qualified Iraqi national professionals when possible.

### **Agency Experience in Iraq/in the Sector**

UNEAD/UNAMI and UNDP both have extensive experience in working in Iraq and, in particular, providing assistance to the IECI/IHEC. UNAMI also is responsible for oversight of the realisation of SCR 1770/UN mandate in Iraq, which includes elections,

### UNDP in Iraq

Under the overall supervision of UNAMI CTA, UNDP, has been extensively involved in providing the electoral commission with technical assistance and support since the establishment of the Iraqi Electoral Commission. It has implemented the following key interventions:

- Conduct a nationwide nomination and selection process, leading to the appointment of seven electoral commissioners, one Chief Electoral Officer and one international advisor; Commissioners trained on basic electoral issues and ready to make decisions related to the registration, rules, regulations and procedures of the IECI.
- Central, regional and field structures of the Electoral Administration in place and functioning; a strengthened UN electoral assistance team in Baghdad and Amman; middle management and senior staff of the Electoral Administration trained in the management of electoral process and exposed to relevant international experiences.
- Scanning and entry of registration data assisted to ensure the inclusion of all those eligible to vote in the upcoming elections; Electoral equipment and materials securely stored prior to transfer into Iraq.
- UNDP is currently implementing a capacity building programme in order to improve IHEC management skills, enhance its awareness of electoral best practices and to strengthen IHEC relationship with external stakeholders. UNDP is also implementing media activities that focuses on improving IHEC capacity in communicating with the media and improves its external relations practices through media.



#### **4. The Proposed Integrated Programme**

This project has two components:-

Component A is integrated into the overall scope of activities of UNAMI/IEAT and experts work closely with IHEC on legislation, regulations/procedures and key areas for the organisation of specific electoral events (including lessons learned). Also, specific expertise might be required to advise on political issues related to the electoral system such as the IDPs/absentee voting, and minority inclusion. These aspects would require close coordination with the UNAMI political programme.

Component B supports the core UNAMI team in regular assessment of the IHEC's capacity (similar to the December 2006 exercise), and the coordination of IEAT partner activities (IFES, UNOPS, UNDP, UNESCO and others as applicable), including technical monitoring and evaluation. This component will also include a review of UN support provided to IHEC between 2004 and 2009.

The two components will be implemented jointly by UNAMI and UNDP.

This programme will aim at providing the IHEC with essential and urgent technical assistance by securing the required number of international electoral experts and advisors to provide the required electoral technical assistance and support to the IHEC during the 2009/2010 electoral events.

Based on the IHEC needs assessment exercise conducted jointly by the UN and the IHEC upon the appointment of the new BoC in 2007, and on an ongoing consultation process between IHEC and the UN, assistance has been identified in the areas of capacity building, graphic design, IT and data base, operations, procurement, logistics, voter registration, security, media, HR, finance, political entities, public outreach and regulations and procedures.

The UNEAD is responsible for identifying and selecting qualified international electoral experts and advisers to fill the vacant positions in Iraq. Those electoral experts are recruited by UNDP as per the UNDP internal rules and regulations and the MOU signed between UNDP and UNEAD.

Under the supervision of the UN Chief Technical Adviser (CTA) stationed in Baghdad, and in consultation with the IHEC BoC and the respective units, each international electoral expert, will develop his/her technical assistance work plan after analysing the areas of intervention and the type of assistance needed to tackle them. S/He will work with IHEC counterparts on a daily basis to provide the necessary advice and consultation and ensure the application of best electoral practices and that all prerequisites for free and fair elections are in place. In addition of the overall needs assessment which was conducted in 2006, the international experts will work in their respective areas of expertise after assessing the need of each section.

Each international electoral expert will also work on developing the capacity of the respective IHEC unit and provide the necessary mentoring and in-house trainings in order to enhance the sustainability of the institution as a professional and independent electoral body capable of running elections

In addition to the daily interaction and unofficial meetings between the CTA, the International electoral experts and the IHEC, daily meetings of all members of the IEAT are chaired by the CTA to assess the performance of the electoral experts and the respective IHEC unit, as well as to assess the progress in implementing plans and achieving results.

The international experts and advisors have provided under Phase 1 of this programme the required technical assistance to IHEC and will continue to provide the necessary assistance in all areas of assistance that were identified between IHEC and the UN. This phase is essential for providing timely and effective assistance to

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IHEC during this most critical period of the upcoming electoral events and to provide contract extensions in the areas where the international experts are already in country.

Because of the limitations of numbers of UN staff in Iraq at any given moment, some of the advisory work is done from other locations like Amman office or a third country when specific reports are required or training for IHEC personnel is conducted, under the UNOPS and UNDP IHEC capacity building programmes

## 5. Results Framework

The programme's output is to technically support IHEC operations and electoral events. This support will be achieved by securing the required number of international electoral experts and advisers who will provide the advice and support to IHEC necessary to ensure all prerequisites for free and fair elections are in place.

Through this programme, the UN is also developing the institutional capacity of IHEC as a sustainable institution, operating independently, efficiently and transparently in line with the professional standards. This will have a positive impact on the administration and conduct of the elections and will strengthen the electoral process in Iraq. IHEC will be able to maintain a high state of preparedness to implement the legislative/electoral timetable as stipulated in the Iraqi constitution.

The overall outcome of conducting free and fair elections, where the citizens have the right to vote and decide on who will represent them and how the country is governed, is a representative democracy and a more stable and peaceful society.

Table 1: Results Framework and Indicators

<b>Programme Title:</b>	Technical Assistance to IHEC – Phase 2						
<b>NDS/ICI priority/ goal(s):</b>	<b>NDS:</b> Strengthen good governance and improve security <b>ICI:</b> Implementation of political / legislative timetable Strengthen institutions to improve governance						
<b>UNCT Outcome</b>	Strengthened Electoral Process in Iraq						
<b>Sector Outcome</b>	Strengthened Electoral Process in Iraq						
<b>IP Outcome 1</b>	Strengthened electoral operations in Iraq towards ensuring free and fair elections			<b>NDS:</b> Strengthen good governance and improve security <b>ICI:</b> Implementation of political / legislative timetable Strengthen institutions to improve governance			
<b>IP Outputs</b>	<b>UN Agency Specific Output</b>	<b>UN Agency</b>	<b>Partner</b>	<b>Indicators</b>	<b>Source of Data</b>	<b>Baseline Data</b>	<b>Indicator Target</b>
<b>Output 1:</b> Increased institutional capacity of IHEC to independently carry out elections	UN international technical experts are available and supporting IHEC operations and electoral events	UNDP	UNEAD	Number of UN international experts recruited Staff security and protection measures are in place Availability of approved staff work plans Activities completion rates based on staff work plans % of UN international electoral experts operating in Baghdad	UNDP Electoral advisers' contracts; Approved work plans; International experts results monitoring and evaluation reports UNDP attendance sheet records	Number of international experts available (6), Available work plans (6) Available results evaluation reports (6)	Target number of international advisers and experts is (14) in the areas of operation, logistics, procurement, security, HR, Finance, IT, Regulations and Procedures, Capacity Building, Public Outreach, Political Entities, Voter Registration, Media and Graphic Design  The required staff work plans are available (14)  14 UN international experts The required results evaluation reports are drafted. (14)

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	<p>Strengthened capacity of IHEC through technical support provided by IEAT</p>	<p>UNAMI</p>	<p>UNEAD</p>	<p>Number of assessment reports</p> <p>% of reduced IHEC capacity gap out of total gaps identified</p> <p>Availability of policies in support of parliamentary and national elections</p>	<p>Institutional. capacity assessment reports 2006, 2009, 2010</p>	<p>(1) Institutional capacity assessment report, 2006</p> <p>2006 Report</p>	<p>2 Assessment reports are available ( 2009, 2010)</p> <p>At least 80% of the gaps covered</p> <p>Policies in place for free and fair elections</p>
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## **6. Management and Coordination Arrangements**

As per the agreement signed between UNDP and UNEAD on October 13, 2004, UNEAD is responsible for identifying the UN electoral experts to be deployed to Iraq and Amman, while UNDP's responsibility is to provide the required administrative support services in relation to the recruitment of the UN electoral experts. UNEAD maintains an updated roster of electoral experts working around the world with UN missions under the supervision of UNEAD.

UNEPAD NY requests UNDP to contract the suitable candidates for the duration needed. Upon arrival to Iraq, the recruited personnel join the UNAMI team as part of the electoral component of the mission and under the same security and accommodation conditions. The CTA supervises the assignment of the international electoral experts and monitors the outcome of their work. As mentioned in the Section 4, in addition to the daily interaction and unofficial meetings between the CTA, the international electoral experts and the IHEC officials, official periodical meetings are conducted to assess the performance of the electoral experts and the respective IHEC unit, and to assess the progress in implementing plans and achieving results.

UNDP will recruit a senior level Programme Coordinator responsible for the overall management of the programme's activities, and ensuring coordination/linkage with related UNDP activities on participatory governance. Similarly, the PC will coordinate with the members of the IEAT team, observing the global arrangements between the various actors. The position will be based preferably in Baghdad, security arrangements permitting. As part of the mentoring/institutionalization process, the IHEC will assign a counterpart to the Programme Coordinator. The two persons will jointly be responsible for the oversight of the programme and the coordination with other ongoing initiatives within the IHEC in terms of technical support and capacity development.

Although IHEC does not have a direct management responsibility in this programme, being the primary direct beneficiary, IHEC is consulted continuously regarding the areas and types of assistance needed and the assessment of the results achieved. Therefore, IHEC has an important role in directing and steering the programme toward 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 the programme objectives and to ensure IHEC ownership of this programme.

UNDP, as the implementing agency of this programme, will be responsible for the management and oversight of the programme as per the standard UN procedures laid out in the programming manuals of UNDP and other reporting requirements agreed between UNDP, UNEAD and the UNDG ITF. UNDP, with the required input of the UNEAD, will prepare financial and narrative reports when required by the UNDG ITF.

Programme activities shall be carried out in accordance with this programme document and its work plan attached. Any changes in the activity required under this programme will require UNDP and UNEAD to amend their current agreement in close consultations with IHEC.

## **7. Feasibility, risk management and sustainability of results**

The security factor remains the main obstacle to the deployment of additional staff in Iraq. However, the staff ceiling has been slightly raised to accommodate additional personnel related to the UN's support to the electoral process, and it is not anticipated that there will be any problems in this regard during the programme life.

It is also understood that for the same reason of security, some international electoral experts (who are limited in number) are reluctant to take positions in Iraq. Nevertheless, UNEAD continues to seek qualified personnel and identify them for immediate recruitment.

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There is a risk that the election timetable may not be followed, for either political or security reasons. However, it is anticipated that this will not affect the programme, since the capacity building is required regardless of the actual dates of the elections. What may be a challenge is that IHEC staff members are overworked with their current duties, and might not always be available for or receptive to the trainings.

The results of this programme will be sustained through the capacity building approach of the technical assistance. The UN experts and advisors will provide the necessary mentoring and conduct in-house trainings for their Iraqi counterparts to ensure that electoral skills and knowledge are consolidated within IHEC. Furthermore, the consultation process between IHEC and the UN and the ongoing coordination between the two parties are essential for achieving the programme objectives and for ensuring IHEC ownership of this programme.

## **8. Monitoring, Evaluation, and Reporting**

The monitoring, evaluation and reporting of the programme will be 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:

- The CTA is present at all times as a permanent position in Baghdad. The CTA supervises and monitors the work of the electoral experts. A policy of open discussions with the IHEC commissioners and senior staff is in place, whereby IHEC commissioners provide the CTA with their assessment of the international experts.
- Regular meetings are also conducted to obtain IHEC feedback on the outputs of the international electoral experts and to assess the performance the respective IHEC units. These meetings also assess the progress in implementing plans and achieving results/measuring impact.
- Direct feedback is received from the participants of the in-house trainings through daily evaluation sheets.
- Lessons learned workshops will be conducted after the implementation of each electoral event to evaluate IHEC performance and the efficiency of the UN technical assistance efforts. The results will be reported to the IHEC as well as form part of the overall reporting to the UNDG ITF.

As mentioned in the Management and Coordination Arrangements section, UNDP, as the implementing agency of this programme, will be responsible for the management and oversight of the programme as per the standard UN procedures laid out in the programming manuals of UNDP and other reporting requirements agreed between UNDP, UNEAD and the UNDG/ITF. UNDP, with the required input of the UNEAD, will prepare financial and narrative reports when required by the UNDG/ITF.

Phase 1 of this programme is currently being assessed by an objective neutral body outside of the UN system. The initial feedback is positive and a full report will follow. Phase 2 will similarly be evaluated by an objective neutral body outside the UN at the end of the project duration.

**9. Work Plan for:** Technical Assistance to IHEC – Phase 2      **Period Covered by the Work Plan:** 01 January 2009- 31 December 2010

Sector Outcome (s): Strengthened Electoral Process in Iraq											
IP Outcome(s): Strengthened electoral operations in Iraq ensuring free and fair elections											
UN Organization-specific Annual targets	Major Activities	Time Frame (by activity)								implementing Partner	PLANNED BUDGET (by output)
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8		
<b>IP Output 1: Increased institutional capacity of IHEC to independently carry out elections</b>											
	1- Identify and select international electoral experts to be recruited by UNDP.	x	x	x	x	x	x	x	x	UNEAD	<b>\$3,431,400</b>
	2- Obtain security clearance for staff.	x	x	x	x	x	x	x	x	UNEAD	
	3- Ensure that all necessary staff security and protection measures arrangements are in place.	x	x	x	x	x	x	x	x	UNEAD	
	4- Secure the necessary office space and the logistical arrangements.	x	x	x	x	x	x	x	x	UNEAD	
	5- Ensure that each staff develops a work plan in line with the IHEC needs, and to implement the plan.	x	x	x	x	x	x	x	x	UNEAD	
	6- The CTA to monitor staff performance and plans implementation.	x	x	x	x	x	x	x	x	UNEAD	
	1- Issue 300 Series (ALD) and/or SSA contracts to staff members selected by UNEAD.	x	x	x	x	x	x	x	x	UNDP	
	2- Arrange for staff travel (Home country – Amman – Home country)	x	x	x	x	x	x	x	x	UNDP	
	3- Administer staff HR and administrative issues.	x	x	x	x	x	x	x	x	UNDP	
<b>Total UNEAD</b>										USD 0.0	
<b>Total UNDP</b>											<b>\$3,674,736</b>
<b>Total Planned Budget</b>											<b>\$3,674,736</b>



## PROGRAMME BUDGET\*

CATEGORY	ITEM DESCRIPTION	UNIT COST	NUMBER OF UNITS	AMOUNT**		
<b>1. Supplies, commodities, equipment and transport</b>						
	Project assistant based in Amman	\$1,000	24	\$24,000		
	Logistics Assistant based in Amman	\$1,000	24	\$24,000		
	Programme Coordinator based in Baghdad	\$20,500	24	\$492,000		
	International consultant-Capacity building	\$16,000	12	\$192,000		
	International consultant-Graphic design	\$16,000	12	\$192,000		
	International consultant-IT and database	\$16,000	12	\$192,000		
	International consultant-Operations	\$16,000	12	\$192,000		
	International consultant-Procurement	\$16,000	12	\$192,000		
	International consultant-Voter registration	\$16,000	12	\$192,000		
	<b>2. Personnel (staff, consultants and travel)</b>	International consultant-regulations and procedures	\$16,000	12	\$192,000	
		International consultant-Security	\$16,000	12	\$192,000	
		International consultant-Finance	\$16,000	12	\$192,000	
		International consultant-Media	\$16,000	12	\$192,000	
		International consultant-HR	\$16,000	12	\$192,000	
		International consultant-Political entities	\$16,000	12	\$192,000	
		International consultant-Public outreach	\$16,000	12	\$192,000	
		International consultant-Logistics	\$16,000	12	\$192,000	
		Expert / Advisor airways tickets home County - Amman - home country	\$4,000	10	\$40,000	

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	Programme Coordination missions	\$4,000	6	\$24,000	
3. Training of counterparts					
4. Contracts					
<b>5. Other direct costs**</b>	Miscellaneous			\$98,760	
	Security			\$67,815	
<b>Total Programme Costs</b>				\$3,458,575	
<b>Indirect Support costs***</b>				\$216,161	
<b>GRAND TOTAL****</b>				\$3,674,736	

**Budget Narrative:**

The budget is based on providing technical assistance in the areas of need as assessed by the IEAT and IHEC. The IEAT headed by the Chief Technical Advisor / International advisor to IHEC, these positions are not in the budget works together with the rest of the team on daily basis within IHEC premises in Baghdad. The required time of assistance of each expert will vary based on the electoral timeline. Therefore, the 14 different positions were budgeted for 12 months period to cover the two year duration of planned assistance. For example, the procedures expert will not be required to be in place for the two years of 2009 and 2010 but will be required to come before the election period to assist on that particular area and depart.

The cost of travel is put for 10 experts only as 4 are already in Iraq recruited under Phase One.

The cost of each advisor was calculated based on UNDP's salary scale. The average level of P4 was taken. Nevertheless, there might be more senior or junior positions included. For budget preparation purposes, the average cost was adopted. The amount in budget includes the daily fee, DSA and hazard pay for the international experts.

This programme is expected to cover the cost of travel of international experts from their respective home locations to Amman only. All other costs involved including life support required in Iraq will be covered by UNAMI

## Annex A: Agency Project Status Profile: UNDP

SI #	Project ID#	Project Title	Total Budget (US\$)	Implementation Rate (% Completed)	Commitments (% as of 30 Sept 2008)	Disbursements (% as of 30 Sept 2008)	Remarks
1	C9-01	Support to MoP1	1,744,000	93.5%	0.0%	93.5%	
2	C9-05	Capacity Building-MMPW	3,018,710	94.4%	40.3%	54.1%	US\$ 1.2 million in expenditures not yet processed in UNDP GL
3	C9-10/a	Constitutional Drafting-Support	14,648,252	98.2%	0.0%	98.2%	
4	C9-10/e	UNDP Media-Constitution	118,803	99.8%	0.0%	99.8%	
5	C9-10/f	UNDP-Public Debates	494,852	93.6%	0.0%	93.6%	
6	C9-12	Donor Assistance Database (DAD) II	2,504,770	94.1%	0.0%	94.1%	
7	C9-18	Supreme Audit Board	4,879,535	82.6%	0.0%	82.6%	
8	G11-14a	Institutional Building-IHEC	3,735,426	33.1%	2.3%	30.8%	
9	C9-21a	Improve Capacity-NCCMD	1,057,648	43.4%	42.4%	1.0%	US\$ 448,408 in expenditures not yet processed in UNDP GL

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10	C9-21a	Parliamentary Strengthening	629,748	52.2%	8.8%	43.4%	US\$ 310,780 in expenditures not yet processed in UNDP GL
11	C9-21a	Human Rights	433,384	58.8%	0.4%	58.4%	
12	C9-21a	Civil Society	678,810	59.0%	35.5%	23.5%	US\$ 240,780 in expenditures not yet processed in UNDP GL
13	C9-21a	UNAMI Human Rights	510,025	7.4%	0.7%	6.7%	
14	C9-21a	Rule of Law-Constitution II	690,385	82.2%	5.8%	76.4%	
		<b>TOTALS</b>	<b>36,019,297</b>	<b>63.75%</b>	<b>9.73%</b>	<b>61.15%</b>	