

**IRFFI/UNDG IRAQ TRUST FUND (UNDG ITF)
MPTF OFFICE GENERIC FINALPROGRAMME¹ NARRATIVE REPORT
REPORTING PERIOD: FROM 1 JANUARY 2009 TO 31 DECEMBER 2012**

<p align="center">Programme Title & Project Number</p> <ul style="list-style-type: none"> • Programme Title: Technical Assistance to the IHEC, Phase II • Programme Number: G11-20: • MPTF Office Project Reference Number:³ Project Number 63969 	<p align="center">Country, Locality(s), Priority Area(s) / Strategic Results²</p> <p><i>(if applicable)</i> Country/Region Iraq/ Kurdistan Region Governorates</p> <p>Priority area/ strategic results: Primarily in Baghdad with impact and possible activities elsewhere</p>
<p align="center">Participating Organization(s)</p> <ul style="list-style-type: none"> • Organizations that have received direct funding from the MPTF Office under this programme: UNDP 	<p align="center">Implementing Partners</p> <ul style="list-style-type: none"> • National counterparts (government, private, NGOs & others) and other International Organizations: IHEC
<p align="center">Programme/Project Cost (US\$)</p> <p>Total approved budget as per project document: 3,674,736</p> <p>MPTF /JP Contribution⁴: 5,479,950</p> <ul style="list-style-type: none"> • by Agency <i>(if applicable)</i> <p>Agency Contribution 0</p> <ul style="list-style-type: none"> • by Agency <i>(if applicable)</i> <p>Government Contribution <i>(if applicable)</i> 0</p> <p>Other Contributions (donors) <i>(if applicable)</i> 0</p> <p>TOTAL: USD 5,549,950</p>	<p align="center">Programme Duration</p> <p>Overall Duration 36 months</p> <p>Start Date⁵ 1 January 2009</p> <p>Original End Date⁶ 31 December 2010</p> <p>Actual End date⁷ 31 December 2012</p> <p>Have agency(ies) operationally closed the Programme in its(their) system? Yes No <input type="checkbox"/> <input checked="" type="checkbox"/></p> <p>Expected Financial Closure date⁸: No later than 31 December 2013</p>
<p align="center">Programme Assessment/Review/Mid-Term Eval.</p> <p>Evaluation Completed <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: dd.mm.yyyy</p> <p>Evaluation Report - Attached <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: dd.mm.yyyy</p>	<p align="center">Report Submitted By</p> <ul style="list-style-type: none"> o Name: Sammy Alfandika o Title: Project Manager o Participating Organization (Lead): UNDP o Email address: sammy.alfandika@undp.org

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

² Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;

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

⁴ The MPTF/JP Contribution is the amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#)

⁵ The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

⁶ As per approval of the original project document by the relevant decision-making body/Steering Committee.

⁷ If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities. Please see [MPTF Office Closure Guidelines](#).

⁸ Financial Closure requires the return of unspent balances and submission of the [Certified Final Financial Statement and Report](#).

FINAL PROGRAMME REPORT FORMAT

EXECUTIVE SUMMARY

The most significant achievement of the project is the successful implementation of the Out of Country Voting (OCV) for Iraq's 2010 Council of Representatives elections. Under this operation, the programme enhanced Iraqi citizen's participation in the 2010 Council of Representative elections by deploying 22 international experts to provide guidance and support to the Out of Country Voting Headquarters and 16 Country Offices for Iraq's Council of Representative elections. A total of 22 consultants were recruited and deployed: 1 in the National Office in Baghdad, 4 in the OCV Headquarters in Erbil and 17 in the 16 different OCV Country Offices worldwide (2 consultants in Iran and one in each of Jordan, Egypt, Syria, Turkey, United Arab Emirates, Lebanon, Sweden, Denmark, Germany, Austria, United States of America, Canada, Australia, UK and the Netherlands). Areas of support to the OCV operation included operations, logistics and electoral public outreach.

The other significant achievement is the leadership that the programme provided in key areas of the electoral process that resulted in the successful conduct of the 2010 Council of Representative elections. The programme placed technical experts to lead the operational aspects of the electoral processes such as public outreach, voter registration, procurement, results management, electoral complaints resolution and election security.

I. Purpose

The purpose of this project was to increase the capacity of the IHEC to conduct electoral activities.

The programme aimed to provide the Independent High Electoral Commission of Iraq (IHEC) with essential and urgent technical assistance through securing the required number of international electoral experts and advisers for the 2009/2010 electoral events. The UN was mandated under SCR 1770 to provide assistance to the IHEC. The assistance was divided into 2 categories: long-term institutional development and immediate electoral operational support.

International electoral experts and advisers have been providing the required technical assistance to the IHEC since 2004, with phase 1 of the project to the end of 2008. This Technical Assistance Phase 2 project provided the necessary funds to continue the provision of international electoral experts and advisers for the 2009/2010 electoral events. This was extended to December 2012.

- Provide the main objectives and expected outcomes of the programme in relation to the appropriate **Strategic UN Planning Framework (e.g. UNDAF) and project document (if applicable) or Annual Work Plans (AWPs) over the duration of the project.**

UNCT Sector Outcome Team Governance: The programme enhances the Governance Sector Team Outcome 1 *Strengthened Electoral Processes in Iraq*, by provision of technical expertise to enhance the technical performance of the IHEC in the conduct of elections, and promote free, fair and service oriented electoral processes in Iraq.

Iraq National Development Strategy (NDS 2007-2010): The programme contributes to the achievement of Pillar 4 of the Iraq NDS, *strengthening good governance and improving security*. The NDS specifically mentions that to achieve the goals of Pillar 4 it is required, among other things, to support the Iraqi electoral commission. This programme directly supports the electoral

commission in the planning and implementation of electoral activities in a professional, independent, and transparent manner. The credibility of results and trust of stakeholders in electoral processes is key to consolidation of democratic processes in Iraq.

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

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

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

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

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

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

II. Assessment of Programme Results

i) Narrative reporting on results:

- **Outcomes:**

The programme has achieved the overall outcome to develop the Independent High Electoral Commission (IHEC) as a sustainable institution, operating independently, efficiently and transparently, in line with professional standards. UNDP technical assistance provided by electoral advisors to the IHEC promoted the professionalism of technical election implementation, as well as the transparency, accountability and inclusiveness of election processes as a whole, which contributed to the programme's outcome that the IHEC should be fully accountable and have the capacity to make informed decisions and implement them in a transparent manner. The provision of international experts ensured that support and advice to the IHEC in planning and implementation of electoral events, including advice for relevant legislation, operations aspects and international observer support was made available in a timely manner.

The programme was instrumental in the successful conduct of the 2010 Council of Representative elections which, for the first time in Iraq's history, were rated as credible, free and fair by national and international observer groups and commentators. In addition, the IHEC had been capacitated enough such that it was capable of supporting other electoral management bodies in the conduct of elections. The project greatly contributing to the improvement of governance and democracy in Iraq and significantly capacitating the IHEC to become a sustainable and effective institution, capable of conducting its work independently in the future.

The main beneficiaries of the project were the IHEC staff themselves, whose capacity has been developed, as well as the larger Iraqi population as a whole, who have benefitted and will continue to benefit from a more inclusive electoral system. At regional level countries such as Tunisia and Libya had also benefitted by utilizing the capacity of IHEC, during the implementation of their respective electoral processes in 2011 and 2012.

In terms of the UN Assistance Strategy for Iraq: The institutional development of the IHEC had been identified as an area where assistance should be provided by Cluster G (Cluster G Matrix Outcome 3). Such assistance focused on ensuring that the institution would be fully accountable and have the capacity to make informed decisions and implement them in a transparent manner, which directly contributed to Outcome 1.

In terms of the UN Millennium Development Goals: This project contributed tangentially to the achievement of MDG8 concerning the global partnership for development. By providing access for the IHEC to the most suitable best practices, the project assisted the IHEC in its efforts to facilitate in the creation of a stable political system in Iraq. This system is essential to enable Iraq to develop in an acceptable and positive manner for all its citizens.

- **Outputs:**

The outputs achieved by the programme are summarized in the table below. Details of the same are in the narrative.

Key Outputs	% Achieved
Output 1.1: UNDP 1: Increased institutional capacity of IHEC to independently carry out elections.	100%
1.1 Identify and select international electoral experts to be recruited by UNDP.	100%
1.2 Obtain security clearance for staff.	100%
1.3 Ensure that all necessary staff security and protection measures arrangements are in place.	100%
1.4 Secure the necessary office space and the logistical arrangements.	100%
1.5 Ensure that each staff develops and implements a work plan in line with the IHEC needs.	100%
1.6 The Chief Technical Advisor (CTA) monitors staff performance and plans implementation.	100%
1.7 Issue 300 Series (ALD) and/or SSA contracts to staff members selected by UNEAD.	100%
1.8 Arrange for staff travel (Home country – Amman – Home country).	100%
1.9 Administer staff human resources (HR) and administrative issues.	100%

The primary goal of the programme was to ensure the required international election experts were in place to provide the necessary support and assistance to the IHEC and to UNAMI throughout this process. UN advisors recruited under the project provided technical advice to the IHEC in the planning and implementation of operations for the election in the fields of operations, procurement and logistics, database development and data management, public outreach, procedures and training, as well as supporting development of recount processes in Baghdad and participating in the UN monitoring team for the recount.

In addition to this core support, following the passage of the amendment to the Election Law stipulating that the IHEC must make provision for voting for Iraqis living outside Iraq, the project also supported the immediate recruitment and deployment of consultants to support the Out-of-Country Voting operation during the 2010 Council of Representatives elections.

After certification of results, the focus of the project and the support of electoral advisors shifted to post-election activities, including providing guidance to the IHEC in debriefings on election operations, compiling reports on the election and preparing for and participating in a comprehensive series of lessons learned workshops for all sectors of the IHEC. These activities were all part of a process of analysis with an aim of looking forward to future electoral events.

As part of this, the project enabled UNDP technical advisors to the IHEC to participate in two senior level lessons learned reviews of the Council of Representatives election. These aimed to identify shortcomings and challenges in the recent electoral cycle and develop recommendations for future electoral events. All technical experts had completed final reports with their assessment of the election process. The results pointed out some significant problems in public outreach delivery, external relations, data entry for voter registration and results tabulation and procurement. This necessitated UN support through deployment of advisors to provide guidance to the IHEC on how to improve in the planning and implementation of these activities. The technical advisors also participated in internal debriefings and IHEC lessons learned workshops as relevant.

Two short term international consultants were contracted during the reporting period to provide advice to the IHEC on development of voter registration strategies. This was key to the process of enabling the IHEC to consider relevant policy options and make informed decisions on establishing a sustainable voter registration process in Iraq in the longer term. Following this, a voter list survey will be conducted in the second quarter of 2013 to gauge the status of the current voter list and decide on the next course of action.

In addition, the IHEC and UN initiated planning for 2011 and defining key target focus areas for electoral support. In this regard, assessment was two-fold, and aimed to identify priority areas for development of the programme *G11-23 Institutional Development Support to the IHEC* as well as areas for continued technical assistance for election operations. For this purpose, a consultant was recruited for one week to evaluate the IHEC Capacity Building Needs Assessment of 2009 and identified priority areas for support. UNDP also contracted two international consultants as Capacity Building Advisor and Coordination Advisor to work in close coordination with the IEAT and the IHEC to support the development and implementation of a technical assistance plan for the IHEC in 2011. This included planning and establishment of timelines for technical assistance activities in support of the IHEC, as well as working with the IEAT to ensure implementation of the plan.

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

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

In 2011, three international advisors were recruited under the programme to provide technical advice to the IHEC in the development of operational plans for forthcoming electoral events, and in reviewing and improving operational processes, in the fields of procurement and logistics, complaints and the electoral legal framework, and field security.

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

The Electoral Legal and Complaints Advisor completed an assessment of IHEC complaints processes, with recommendations for future elections. Some of the recommendations made were on seat allocation, political entities, and districts and sub-districts laws. The Advisor completed a paper outlining relevant case studies of electoral dispute resolution processes, aiming to provide salient comparative examples of complaints processes and analysis to assist the IHEC in refining its electoral complaints process for future electoral events. The Advisor also completed a review with the IHEC of relevant components of the electoral legal framework for potential forthcoming elections in Iraq. The IHEC used the recommendations to prepare and submit proposed amendments to Parliament for approval. This approval process is still on-going.

An Election Security Advisor was recruited to provide advice and support to the IHEC in the development and implementation of effective field security for electoral events. The consultant provided an assessment of the Joint Operations Centre, the security coordination unit for the Council of Representatives election. The consultant was, however, unable to travel to Iraq to complete remaining deliverables.

In addition, three short term international consultants were contracted in 2011 to develop and facilitate specific activities in support of IHEC's operational strategies and planning for future

electoral events. The activities aimed to enable the IHEC to consider relevant policy options and make informed decisions on establishing a sustainable voter registration process in Iraq in the longer term, and on developing electoral procedures and delivering training on these through the cascade training structure.

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

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

In addition to the above operational support activities, the IHEC and UN continued to discuss and agree its technical assistance plan for 2011 and defining key target focus areas for electoral support. In this regard, assessment was two-fold, and aimed to identify priority areas for development of the programme G11-23 Institutional Development Support to the IHEC as well as areas for continued technical assistance for election operations. For this purpose, two international advisors were in place as Capacity Building Advisor and Coordination Advisor to work in close coordination with the IEAT and the IHEC to support the development and implementation of this technical assistance plan for the IHEC in 2011. This included planning and establishment of timelines for technical assistance activities, and working with the IEAT to ensure implementation of the plan, ensuring appropriate coordination throughout with the IHEC, UNAMI and other partners.

In 2012, the project continued to provide technical advice and operational support to the IHEC in the preparation for the Governorate Council elections for 15 provinces in Iraq. These are expected to take place in April 2013.

To strengthen IHEC's internal procurement capacity, the UNDP Procurement Advisor continued to provide regular procurement advisory services on technical specifications for procurement of goods and services and preparation of bidding documents, as part of the capacity building programme.

To enhance IHEC's electoral public outreach functions, the UNDP Media Advisor also provided regular advisory services to the IHEC's Public Outreach Department in the areas of website development and formulation of a draft public outreach strategy, apart from monitoring implementation of some UNDP sponsored public outreach activities. The IHEC now has a fully operational and updated website. In addition, the IHEC's is in the process of implementing the public outreach for the April 2013 Governorate Council elections using the draft strategy as a way of piloting it.

The above support all represent the technical assistance that was provided to the IHEC for the 2009/2010 electoral events as well as providing guidance and technical support to the IHEC in 2011 and 2012. The UNDP specific contribution to this goal was the timely mobilization of technical expertise as part of the UNAMI-led IEAT.

All project activities were undertaken by UN international technical experts. The experts assisted in providing both operational technical support to preparation and implementation of electoral events, and capacity development through providing ongoing mentoring to IHEC staff.

While the IHEC itself represents the primary beneficiary of technical assistance, enhanced electoral processes should also improve access for all stakeholders in Iraq, and promote participation of women, IDPs, youth and other groups which can be marginalized in political processes. Additionally, the support of international electoral experts to the IHEC not only supplied targeted technical assistance as required, but also on-going guidance and mentoring through day-to-day work. By its very nature, this enhanced the capacity development of IHEC staff and through this the institution as a whole.

The International Electoral Assistance Team headed by UNAMI successfully completed their role of assisting IHEC to prepare for and hold the 2010 Council of Representative Elections. This support was provided through international electoral experts who were engaged both on a short and longer term basis. The areas of assistance were logistics, operations, electoral procedures, public outreach, security, legal advice, and Information Technology. Aside from the fact that the support resulted into a credible 2010 Council of Representatives electoral process, it also contributed towards the sustainable growth of the IHEC as a national institution mandated to conduct free, fair and credible elections in Iraq.

Further assistance was also provided for the conduct of Kurdistan Regional Governorate elections election in 2012, which were later postponed, as well as the capacity development of the IHEC Staff, both at National and Governorate level and the IHEC Board of Commissioners.

Notable developments in the IHEC included the establishment and operationalization of two new departments, Graphic Design and Capacity Building, which were fully supported by the Project's technical assistance. The establishment of these two departments means that the IHEC is now capable of designing its own election materials as well as planning and implementing capacity building activities. Out of the planned target of 14 international technical experts, a total of 32 experts were deployed by the project to support the IHEC in the implementation of the electoral process. The increased number of technical experts was largely due to the support provided to the Out of Country Voting operations.

- **Qualitative assessment:**

The project accomplished all its planned outputs within the project implementation period. The extension of the project to 31 December 2012 was meant to ensure that the IHEC operational support needs arising from the Kurdistan Region Governorate elections, which were scheduled for September 2012, were adequately met. Unfortunately, the elections were postponed indefinitely.

The implementing partners UNEAD and UNDP continuously followed the guidelines of the technical supervisor UNAMI/IEAT that worked in close consultation with the IHEC board. The input received from IHEC through UNAMI/IEAT was essential to ensure that the correct support was provided and that it was implemented in a manner suitable to their needs. UNAMI provided the overall coordination of the support while UNDP managed the recruitment, movement of personnel, contract administration and reporting. The project was open to changes and/or amendments in IHEC requirements, which might have arisen due to the evolving situation and context in Iraq.

Although this project did not directly have vulnerable or marginalised groups as its beneficiaries, it will entail benefits for these sections of society. 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 including disadvantaged groups.

The project encouraged the participation of male and female staff from the IHEC in the implemented activities. Expert advice was also provided to the IHEC on how to encourage men and women to participate in the electoral processes. Special attention was focused on women, who are a marginalized group.

The security factor remained the main detrimental factor to the deployment of staff and technical consultants in Iraq during the implementation period. This was due to accommodation limitations in the UN compound. In addition, due to the same security reasons, some staff and consultants were reluctant to take positions in Iraq.

ii) Indicator Based Performance Assessment:

Using the **Programme Results Framework from the Project Document / AWP**s - provide details of the achievement of indicators at both the output and outcome level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why.

	<u>Achieved</u> Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
<p>Outcome 1⁹ Strengthened electoral operations in Iraq towards ensuring free and fair elections.</p> <p>Output: Increased institutional capacity of IHEC to independently carry out elections</p>			
<p>Indicator 1.1.1 Number of UN international experts recruited Baseline: 6 Planned Target: 14</p>	32 (20 in 2010, 8 in 2011 and 4 in 2012)	The number of Advisors was increased due to the need to support the Iraqi's out of country voting.	UNDP electoral advisor contracts
<p>Indicator 1.1.2 Staff security and protection measures are in place Baseline: 6 Planned Target: 14</p>	32 ((20 in 2010, 8 in 2011 and 4 in 2012)	The number of Advisors was increased due to the need to support the Iraqi's out of country voting.	Security clearance obtained
<p>Indicator 1.1.3 Availability of approved staff work plans Baseline: 6 Planned Target: 14</p>	32 (20 in 2010, 8 in 2011 and 4 in 2012)	The number of Advisors was increased due to the need to support the Iraqi's out of country voting.	Available workplans
		The number of activities was scaled	Performance evaluation

⁹ Note: Outcomes, outputs, indicators and targets should be **as outlines in the Project Document** so that you report on your **actual achievements against planned targets**. Add rows as required for Outcome 2, 3 etc.

<p>Indicator 1.1.4 Activities completion rates based on staff work plans Baseline: 6 Planned Target:14</p>	<p>30 (20 in 2010, 8 in 2011 and 2 in 2012)</p>	<p>up in 2012 due to the CoR elections out of country voting support in 17 countries.</p>	<p>reports</p>
<p>Indicator 1.1.5 % UN international electoral experts operating in Baghdad Baseline: 6 experts Planned Target: 6 experts (no % target)</p>	<p>15</p>		<p>UNDP attendance sheet records</p>
<p>Indicator 1.1.6 Number of assessment reports Baseline: 1 Planned Target: 2</p>	<p>2</p>		<p>Capacity assessment reports</p>
<p>Indicator 1.1.7 % reduced IHEC capacity gaps identified Baseline: n/a Planned Target: 80%</p>	<p>92%</p>		<p>Capacity assessment reports</p>
<p>Indicator 1.1.8 Availability of policies in support of parliamentary and national elections Baseline: n/a Planned Target: yes</p>	<p>Yes. (All policies were in place)</p>		<p>IHEC policy documents</p>

ii) Evaluation, Best Practices and Lessons Learned

- Report on any assessments, evaluations or studies undertaken relating to the programme and how they were used during implementation. Has there been a final project evaluation and what are the key findings? Provide reasons if no programme evaluation have been done yet?

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

Additionally, following announcement of results in June 2010 of the Council of Representatives election, the IHEC and UN undertook a comprehensive lessons learned review process. This consisted of completion of final reports by all IHEC units and by UN advisors, analysis of data from the election, and a series of workshops, debriefings and discussions to identify challenges and shortcomings of the electoral process and develop recommendations for future elections. This process was completed in December 2010 and identified priority areas for technical assistance in 2011 and 2012 including procurement, IT and database development, operations, election security, training, public outreach and media, legal framework and complaints, logistics, operations and voter registration. This necessitated the project to be extended for two more years in 2011 and 2012 with an aim of maintaining the assistance to the IHEC. In this regard, 12 international experts were deployed over the two-year period to provide guidance and technical support in the identified areas.

- Explain challenges such as delays in programme implementation, and the nature of the constraints such as management arrangements, human resources etc. What actions were taken to mitigate these challenges? How did such challenges and actions impact on the overall achievement of results? Have any of the risks identified during the project design materialized or were there unidentified risks that came up?

Continuous delays of getting an election law approved by the CoR and the Presidency of Iraq affected election dates. The IEAT was continuously working with IHEC to make use of any time in between elections in order to support and build the capacity of the Headquarters and field staff.

In 2012, the anticipated Kurdistan Region Governorate elections were postponed indefinitely. However, this did not in any way delay the project as it happened after the project had already provided all the planned support for the elections, including preparation for voter registration. The implication though is that some of the activities that had been conducted will have to be redone.

- Report key lessons learned and best practices that would facilitate future programme design and implementation, including issues related to management arrangements, human resources, resources, etc. Please also include experiences of failure, which often are the richest source of lessons learned.

UNDP and UNAMI/IEAT worked closely with the IHEC to better understand the needs of the Commission and the CTA was in constant contact with the board members and staff of IHEC. This process was successful in specifying the areas that the IHEC felt were most in need of international

assistance. UNDP will continue to undertake a similar approach in this regard to ensure that the support it provides meets the most urgent needs of the Commission taking the role of technical assistance with IHEC and all of the necessary decisions in relation to election administration.

This project addressed both the immediate and long term strategic needs of IHEC, supporting its independence and guiding it towards a transparent approach to enhance the trust of Iraqi voters in the electoral exercise.