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UNDAF Trust Fund Iraq
ANNUAL PROGRAMME[1] NARRATIVE PROGRESS REPORT
REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2012

Programme Title & Project Number

- Programme Title: Institutional Development of the Iraqi Anti-Corruption Academy
- Programme Number P1-03
- MPTF Office Project Reference Number 81969 :[3]
  UNDP 82046

Country, Locality(s), Priority Area(s) / Strategic Results[2]

Country/Region Baghdad, Iraq

Priority area/ strategic results
Governance
Anti-Corruption

Participating Organization(s)

UNDP-Iraq

Implementing Partners

- National counterparts (government, private, NGOs & others) and other International Organizations
- Commission of Integrity Primary

Programme/Project Cost (US$)

Total approved budget as per project document:	Total approved 2,727,273
MPTF /JP Contribution[4]: • *by Agency (if applicable)*	1st Tranche Received 1,279,585
Agency Contribution • *by Agency (if applicable)*	100,000
Government Contribution *(if applicable)*	
Other Contributions (donors) *(if applicable)*	
TOTAL:	2,827,273

Programme Duration

Overall Duration *(months)*	30 months
Start Date[5] *(dd.mm.yyyy)*	12 March 2012
Original End Date[6] *(dd.mm.yyyy)*	12 September 2014
Current End date[7] *(dd.mm.yyyy)*	12 September 2014

Programme Assessment/Review/Mid-Term Eval.

Assessment/Review - if applicable *please attach*
☐ Yes **X No** Date: *dd.mm.yyyy*
Mid-Term Evaluation Report – *if applicable please attach*
☐ Yes **X No** Date: *dd.mm.yyyy*

Report Submitted By

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[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 the MPTF Office GATEWAY
[4] The MPTF or JP Contribution, refers to the amount transferred to the Participating UN Organizations, which is available on the 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.

NARRATIVE REPORT 2012
INSTITUTIONAL DEVELOPMENT OF THE IRAQI ANTI-CORRUPTION ACADEMY

EXECUTIVE SUMMARY

In March 2008, the Government of Iraq became a signatory to the United Nations Convention against Corruption (UNCAC) as part of its effort to reduce opportunities for corruption and improve the delivery of services. This was a commitment that was originally made in the International Compact with Iraq. The UNCAC highlights five areas: prevention; criminalization and law enforcement; international cooperation; asset recovery; and technical assistance and information exchange.

As a States Party, Iraq developed an Anti-Corruption Strategy (2010-2014) which has been approved and endorsed by the Government of Iraq and the Commission of Integrity, which links with the current National Development Plan. The Commission of Integrity officially launched the Anti-Corruption Academy, the first of its kind in the region, in December 2010. This is in line with Article 10 of Iraq Law No. 30 for year 2011 which states the legal establishment of the Anti-Corruption Academy as a directorate of the Commission of Integrity.

There is a need to strengthen the institutional framework as the legal and institutional anti-corruption framework has only recently been established in Iraq, and to streamline the laws and regulations that govern the mandates, powers, and interactions between the various anticorruption agencies. Post-conflict reconstruction is normally characterized by a large scale injection of resources in an environment where the legal and institutional frameworks are weak, fragile or non-existent and expertise is scarce. Detection of crime is weak and law enforcement is difficult. The surviving governing structures, especially at the provincial and local levels, typically have poor financial, fiscal, administrative and regulatory capacities with limited oversight.

Legislative reform on its own will not be sufficient to combat corruption in Iraq, particularly if the personnel within the anticorruption agencies, that are responsible for enforcing the UNCAC and respective laws, are not equipped with up-to-date knowledge and skills. Therefore, there is a strong and urgent need for Iraq to have anti-corruption agencies that are knowledgeable, skillful, motivated and committed. UNDP, through this project, provides technical assistance to the newly established Anti-Corruption Academy with a view to enable capacity and knowledge development for all anti-corruption agencies in the country.

This is a young project, under a year old, which was initiated during second quarter 2012 and will continue till the end of the third quarter 2014. During 2012, gains have been seen with the establishment of a Technical Committee, the initiation and completion of the needs assessment for the Anti-Corruption Academy and the development of an organization structure which was presented to the Commissioner of the Commission of Integrity. At the end of 2012, the project is within the early foundation stage of initiation which will move forward during 2013 and initiate the substantive components of the project.

Purpose

- The purpose of this project is to further develop the Iraq anti-corruption agencies which are knowledgeable, skillful, motivated and committed as a result of curricula and courses offered by the newly established Anti-Corruption Academy.

- UNDAF: Priority 1: Improved Governance, including the protection of human rights.
  Outcome 1.2: The Iraqi state has more efficient, accountable and participatory governance at national and sub-national levels.

- UNDP CPAP: Outcome 3: Strengthened regulatory frameworks, institutions and processes in place for accountable, transparent and participatory governance at national and local levels.

- National Development Plan: 12.1 Modernizing the Public Sector, 12.3 Combating Corruption, 12.4.1 Rule of Law, 12.4.2. Building partnerships, 12.4.3 Transparency, 12.4.4 Responsiveness, 12.4.6 Justice and inclusiveness, 12.4.7 Effectiveness and efficiency, 12.4.8 Accountability. Enhance social protection and availability of basic services; Commitment to sustainable human development.

- MDG(s) being addressed:
  8a. Develop further an open, rule based, predictable, non-discriminatory trading and financial system.
  8f Make available benefits of new technology, especially information and communications.

I. Results

- The Government of Iraq has remained supportive of this Project and has completed much of the ground work. This included the completion of a purpose built 8,540 square meter building in the International Zone to become the premises for the Anti-Corruption Academy at a cost of USD 23,831,000 for the land and building.
- During the First Quarter of 2012, the project document was approved by the UNDAF Trust Fund Steering Committee and was issued a start date of 9 March. During Second Quarter planning and activities initiated.
- Work during 2012 resulted in the completion of needs assessment which determined the Anti-Corruption Academy's administrative, operational, financial and sustainable requirements.
- The Academy's organizational structure has been defined and initial staff appointed by the Commission of Integrity to fill some posts, based on civil servant employment procedures.
- This project is well within the timeframe and considered on schedule. Multiple outputs of this project are not due to come on line until 2013 or 2014.

i) Narrative reporting on results:

The Institutional Development of the Anti-Corruption Academy project Second Quarter 2012 with work focusing on the needs and organisational structure of the Academy. The needs assessment was successfully completed, which determined the Academy's administrative, operational, financial and sustainable requirements. Working sessions were conducted that brought together the Commission of Integrity and other national focal points in anti-corruption, who debated and discussed the Academy's organizational structure. The organizational structure was determined during Third Quarter and there was a substantive internal revision regarding the Academy's organizational structure which was submitted to the Commissioner of the Commission of Integrity during Fourth Quarter. The revised organizational structure is the structure which will develop.

- **Outcomes:**

  Outcome 1
  Anti-Corruption Academy has the capacity to undertake its functions effectively.
  Outcome 2
  The Iraqi Anti-Corruption Academy has the capacity to undertake its functions effectively.

- **Outputs:**

  This project was initiated during 2012. All Outputs are presently on target within the timeline of the project life cycle till September 2014.

  Output 1.1 A needs assessment carried out to determine the Academy's administrative operational, financial and sustainable requirements.
  The needs assessment was completed which determined the Anti-Corruption Academy's administrative, operational, financial and sustainable requirements and will as the foundation of all the future work.
  Output 1.2 Working sessions conducted to determine the Academy's organizational structure.
  This component of the Project is complete and serves as the foundation of coordination with the different anti-corruption.
  Output 1.3 Working sessions conducted to determine each faculty and centre's requirement and staffing levels.
  This component of the Project initiated and the results of the sessions will be determined in 2013.
  Output 1.4 Various faculties set up and equipped.
  Not part of the 2012 workplan.
  Output 1.5 Various centres set up and equipped.
  Not part of the 2012 workplan

  Output 2.1 Sufficient and experienced national staff employed.
  Not part of the 2012 workplan
  Output 2.2 Programme curricula developed.
  Not part of the 2012 workplan
  Output 2.3 Training courses established.
  Not part of the 2012 workplan
  Output 2.4 Training sessions based on new training courses and curricula conducted.
  Not part of the 2012 workplan
  Output 2.5 Training sessions conducted for the Academy staff.
  Not part of the 2012 workplan
  Output 2.6 Online training courses developed.
  Not part of the 2012 workplan

  This project is gaining importance as there are signals that combatting corruption is moving higher on the agenda in Iraq during 2012. Of note is a Survey conducted 8-12 October 2012 which is published by Washington Post in which 46% of those interviewed stated corruption was worse. The link is: http://www.washingtonpost.com/world/national-security/2003-to-2013-a-wide-angle-look-at-iraq/2013/03/18/32687596-9026-11e2-9cfd-36d6c9b5d7ad_graphic.html

  This project is developing direct capacity within the Commission of Integrity specific to the Anti-Corruption Academy. However, as this project will include training for the anti-corruption institutions the direct beneficiaries include, but are not limited to the following:

i) The Commission of Integrity and its staff;
ii) All 34 Offices of the Inspectors General and their staff members;
iii) The Board of Supreme Audit and its staff;
iv) The Parliament Committee on Integrity;
v) The Joint Anti-Corruption Council;
vi) The Judiciary;
vii) The Central Bank's Anti-Money Laundering Unit.

This project interlocks with other anti-corruption projects within the UNDP portfolio that cumulate into interventions to develop capacity, fill gaps and promote reform in multiple institutions. This project when fully implemented will be far reaching, with in-direct beneficiaries including but not limited to the following;

i) Iraqi civil service at large as well as staff;
ii) Iraqi ministries;
iii) Iraqis that depend on services provided by a specific ministry, as a better trained staff and higher degree of professionalism will translate into a better delivery of services.

- **Describe any delays in implementation, challenges, lessons learned & best practices:**

Start-up of a new project takes time to get staff on board and initiate with partners. It also takes time for committees to develop and meetings to be planned and realized. This is particularly true with the diverse group required within the initial tasks of the project. The project is presently on schedule and during 2013 will gain output momentum.

As this project is quite new it has not yet experienced challenges, nor yet identified lessons learned.

The structure was revised two times in 2012. This has implications as consensus is important to get correct to serve as the foundation of the project. To initiate prematurely would not be in the best interest of the Academy. The revised structure has been approved by the Commissioner of Integrity.

The project is taking risk management seriously and reviewing on a quarterly basis. It is expected that several new risks may arise during 2013. The table below identifies risks and how the risk is being managed within the project. As the Anti-Corruption Academy is within the International Zone there has been a need to address and monitor several of the risks. A new risk was added regarding gender balance.

Risks	Risk Management
Unstable security situation in Iraq.	During 2012 there was ongoing analysis of security situation and compliance with UNDP security guidelines.
Operational issues delay training sessions or workshops.	Not applicable during 2012. Coordinate with Commission of Integrity to ensure classes are initiated. Identify alternative time to undertake activities.
Operational issues delay monitoring and evaluation plan.	During 2012 there was use of local UN staff to monitor activities. Trips undertaken to Iraq by UNDP Amman based staff for monitoring.
Difficulty identifying proper participants and obtaining travel documents for training programmes	This was initiated during 2012 within another Anti-Corruption project and will initiate during 2013 within this project. Liaise effectively with Commission of Integrity to select proper participants and facilitate travel documents and access into International Zone. Training provided inside Iraq, so fewer issues with travel documents.

New Risk Identified in 2012: Insufficient number of female trainers and trainees	This was identified as a risk in 2012 with additional focus in 2013. Advocate for equal participation of female participants as trainers and trainees. Provide advice for equal participation of men and women as both trainers and trainees.

- **Qualitative assessment:**

As a States Party to the UN Convention against Corruption (UNCAC), Iraq developed an Anti-Corruption Strategy (2010-2014) which has been approved and endorsed by the Government of Iraq and Commission of Integrity that directly links with the current National Development Plan. This major achievement requires enhancement within the institutional framework and capacity for the UNCAC provisions to translate into actions which are compliant to the Convention, other Treaties and relevant protocols. This project is indirectly concerned with reform and the country's oversight agencies to consolidate concepts of transparency, accountability, integrity and combatting corruption in an effort to increase good governance. The Anti-Corruption Academy will develop skills sets and has expanded the structure to establish units which include the Treaties and Conventions, Planning, Performance Evaluation under the Directorate of Scientific and Technical Affairs.

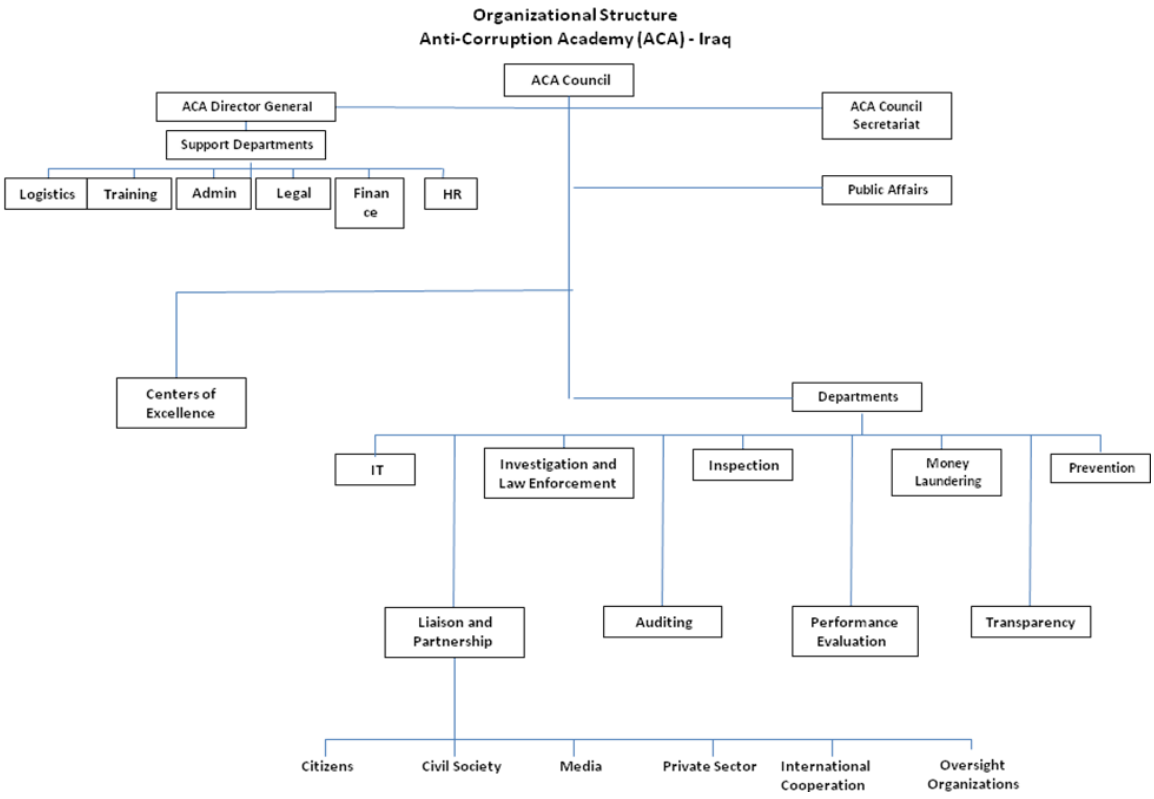
The Commission of Integrity officially launched the Anti-Corruption Academy, the first of its kind in the region, in December 2010. This is in line with Article 10 of Iraq Law No. 30 for 2011 which states the legal establishment of the Anti-Corruption Academy as a directorate of the Commission of Integrity. A purpose built building in the International Zone is now complete which houses the Anti-Corruption Academy. Once the physical structure was completed, the organizational structure of the Anti-Corruption Academy was discussed. Since the inception of the project one of the key results was the organizational structure which was widely discussed until a revised organogram was submitted to the Commissioner of the Commission of Integrity in December 2012.

The primary partner of this project is the Commission of Integrity and the Anti-Corruption Academy is a directorate of the Commission of Integrity. There will continue to be partnership and close work with the Technical Committee established for the Anti-Corruption Academy and other Iraqi institutions including but not limited to: all 34 Offices of the Inspectors General; the Board of Supreme Audit; the Parliament Committee on Integrity; the Joint Anti-Corruption Council; the Judiciary; and the Central Bank's Anti-Money Laundering Unit. As the involvement, cooperation and participation of all the anti-corruption institutions are required for maximum impact of anti-corruption efforts in Iraq, there has been a need that the Anti-Corruption Academy to conduct far reaching dialogue and discussions to identify ways forward in the establishment and institutional development of the Iraqi Anti-Corruption Academy. The revised organogram was submitted in December 2012 thus this report till 31 December 2012 will take the impact and results of these partnerships and relationships into 2013 through the Quarterly Reports.

Outcome 1: Anti-Corruption Academy has the capacity to undertake its functions effectively.

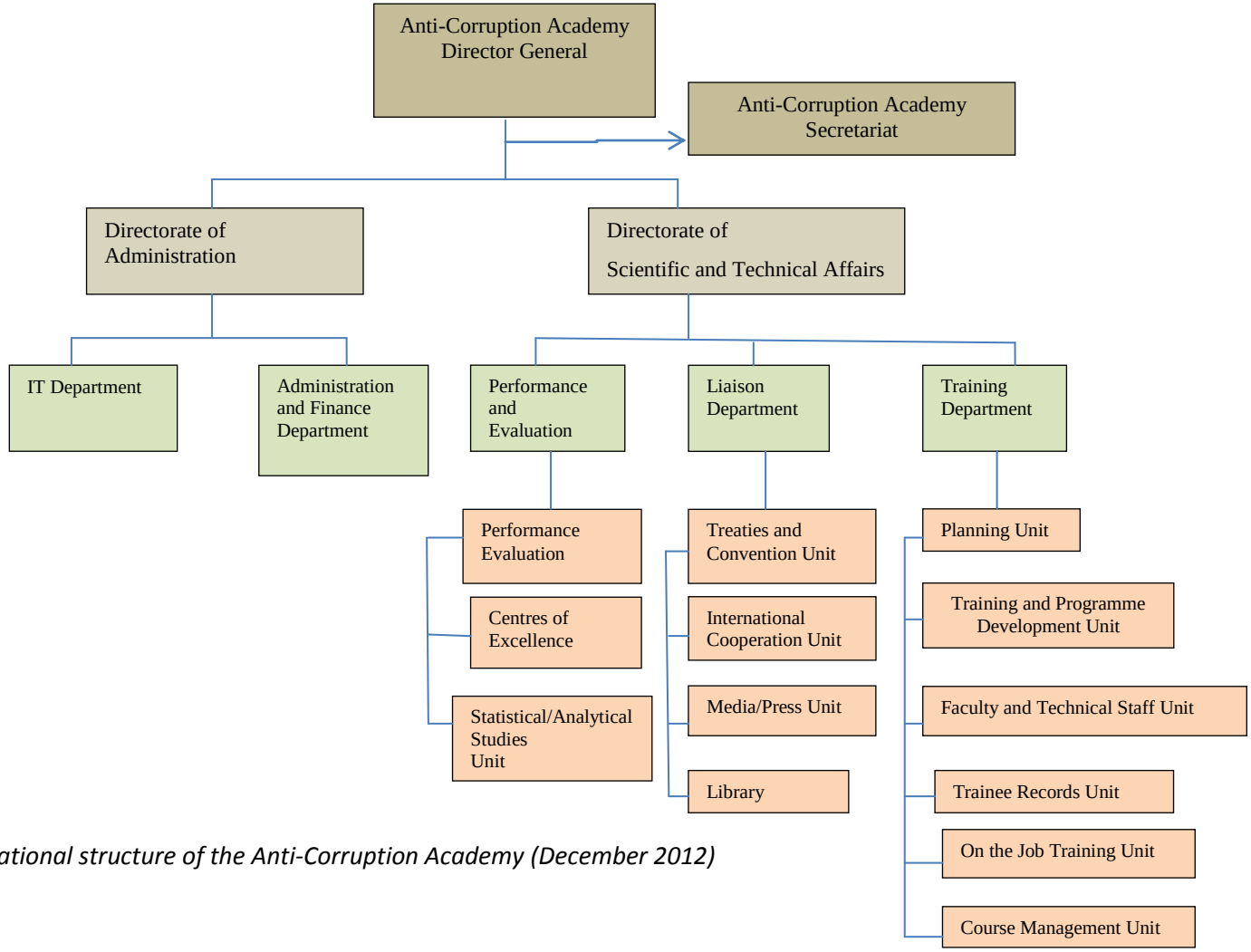
- UNDP held meetings with the Government of Iraq, represented by the Joint Anti-Corruption Council and the Commission of Integrity to discuss and agree on the contents of the project. This was successfully completed and resulted in Government endorsement.
- A Technical Committee was established during Q2 2012 consisting of the anti-corruption oversight authorities and the Dean of Colleges and Universities in Baghdad. The Technical Committee assisted in the technical assessment of the organizational structure, including administrative, operational, financial and sustainable requirements of the Anti-Corruption Academy.

- UNDP and the Technical Committee held a working session 13-14 June 2012 which brought together representatives from the Commission of Integrity and other national focal points in anti-corruption. This working session presented and debated the Academy's organizational structure. The participants based their discussions on Article 10 of Law No. 30 of 2011 which states the legal establishment of the Academy as a directorate within the Commission of Integrity. The discussion and working session led to general consensus regarding the Anti-Corruption Academy's organizational structure.
- The Needs Assessment was conducted in consultation with the Technical Committee to ensure all oversight institution requirements were determined including the Academy's administrative, operational, financial and sustainable requirements. The needs assessment took on board, attempted to adequately address and incorporate identified issues within the Anti-Corruption Academy structure.
- The suggested organizational structure was presented to the Commissioner of the Commission of Integrity for feedback and comments were received before the end of the year.



- After several discussions a new organizational structure was developed. The revised organogram was issued during 4th Quarter 2012 as follows on the next page.

After several discussions a new organizational structure was developed. The organogram was changed during 4th Quarter 2012 to the following:



Revised organizational structure of the Anti-Corruption Academy (December 2012)

- Specific details on the bi-laws and internal policies were under discussion at the end of 2012.
- A portion of staff appointed by CoI to fill the identified posts on the revised organizational structure, based on civil servant employment procedures.
- Negotiations continue with Academy management.

Outcome 2
The Iraqi Anti-Corruption Academy has the capacity to undertake its functions effectively.

Much of Outcome Two is contingent on the structure of the Anti-Corruption Academy in Outcome One which has been the primary focus during 2012. Therefore, all components of Outcome Two were not planned to occur during 2012.

Some initial gains were made regarding the development of terms of reference for technical subjects for core courses. Discussions initiated on the content and technical applications of online courses.

Cross-cutting issues

This project over the life cycle of the project has initiated or plans to include a number of cross-cutting issues including but not limited to the following:

i) Gender equality
ii) Human rights
iii) Capacity development and
iv) Anti-corruption.

Capacity development and anti-corruption are core to all options at the Academy to ensure that those attending have a good working knowledge of the UNCAC and other relevant treaties and protocols and actions are in compliance. Direct linkage to human rights has not yet initiated but it is envisaged that the profile will be raised, in 2013 with a focus on gender issues.

Specific actions relating to gender will be conducted including gender assessments and all data will be disaggregated by gender. Additionally, this project seeks to develop and apply gender sensitive tools and training of staffing with proportional representation. Special training to enhance the understanding of a gender sensitive approach and gender responsive budgeting as well as familiarization with the CEDAW and MDGs have been proposed.

Management and co-ordination arrangement

The Institutional Development of the Iraqi Anti-Corruption Academy project is administered through direct implementation as approved in 2012 by RBAS. All aspects of the programme will comply with UNDP guidelines for DIM.

National ownership of the project was considered crucial to ensure participation and acceptance of national institutions who are involved in anti-corruption work. The project encourages participation of Iraqi experts and stakeholders at all stages, particularly with a view to providing continuity and sustainability after the completion of the project.

The UNDP Management meets regularly with the Academy and COI Senior Management to check progress facilitate coordination with experts.

ii) Indicator Based Performance Assessment 2012:

	Achieved Indicator Targets 2012	**Reasons for Variance with Planned Target (if any)**	**Source of Verification**
Outcome 1 The Iraqi Anti-Corruption Academy has the capacity to undertake its functions effectively[8]			
Output 1.1 A needs assessment carried out to determine the Academy's administrative operational, financial and sustainable requirements. **Indicator: A comprehensive needs assessment determining the Academy's administrative, operational, financial requirements completed** **Baseline: 2012: No** **Planned Target: 2013: Yes**	**Achieved:** A comprehensive needs assessment conducted which determined the Anti-Corruption Academy's administrative, operational, financial and sustainable requirements.	No Variance	Needs assessment minutes and decisions available.
Output 1.2 Working sessions conducted to determine the Academy's organizational structure **Indicator: The Anti-Corruption Academy organizational structure prepared.** **Baseline: 2012: No** **Planned Target: 2014: Yes**	**Achieved:** Working sessions completed which brought together the Commission of Integrity and other national focal points in Anti-Corruption who debated and discussed the Anti-Corruption Academy's organization structure. **Achieved:** Organizational structure presented to the Commissioner of the Commission of Integrity and feedback and comments received, which resulted in a second approved organogram in December 2012. (elaborated on page 8)	Variance: The initial organogram has been significantly restructured. Though 1.2 achieved, this may require additional tweaking during the lifetime of the project.	Organogram from the working sessions page 7 of this report. Organogram from the Commissioner of Commission of Integrity page 8 of this report.

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

	Achieved Indicator Targets 2012	**Reasons for Variance with Planned Target (if any)**	**Source of Verification**
Output 1.3 Working sessions conducted to determine each faculty and centre's requirement and staffing levels. **Indicator: Number of faculties identified with staffing levels identified and requirements submitted** **Baseline: 2012: No requirements identified** **Planned Target: 2014:Yes requirements identified**	Initiated during Q4 2012	No variance in accordance to work plan within Project Document.	
Output 1.4 Various faculties set up and equipped. **Indicator Number of faculties established and equipped** **Baseline: 2012: zero (0)** **Planned Target: 2014: This is based on needs assessment results.**	Faculties start to be identified within organogram.	No variance in accordance to work plan within Project Document	
Output 1.5 Various centres set up and equipped. **Indicator Number of centres established** **Baseline: 2012: zero (0)** **Planned Target: 2014: four (4)**	Was not planned to occur during 2012	No variance in accordance to work plan within Project Document	
Outcome 2: The Iraqi Anti-Corruption Academy has the capacity to deliver training courses on anti-corruption related matters.			
Output 2.1 Sufficient and experienced national staff employed. ***This is the responsibility of the Commission of Integrity***	Was not planned to occur during 2012	No variance in accordance to work plan within Project Document	
Output 2.2 Programme curricula developed. **Indicator: Number of training curricula prepared** **Baseline: 2012: zero (0)** **Planned Target: 2014: nine (9)**	Was not planned to occur during 2012	No variance in accordance to work plan within Project Document	

	Achieved Indicator Targets 2012	**Reasons for Variance with Planned Target (if any)**	**Source of Verification**
Output 2.3 Training courses established. ***This is the responsibility of the Commission of Integrity***	Was not planned to occur during 2012	No variance in accordance to work plan within Project Document	
Output 2.4 Training sessions based on new training courses and curricula conducted. **Indicator: Percentage of trainees satisfied with the relevance and quality of the training delivered** **Baseline: 2012: zero (0) as training not available.** **Planned Target: 2014: 75% on trainees feedback form.**	Was not planned to occur during 2012	No variance in accordance to work plan within Project Document	
Output 2.5 Training sessions conducted for the Academy staff. **Indicator: Number of anti-Corruption Academy staff trained** **Baseline: 2012: zero (0)** **Planned Target: 2014: twelve (12)**	Was not planned to occur during 2012	No variance in accordance to work plan within Project Document	
Output 2.6 Online training courses developed. **Indicator: Number of online training courses targeting the staff of oversight agencies developed.** **Baseline: 2012: zero (0)** **Planned Target: 2014: four (4)**	Was not planned to occur during 2012	No variance in accordance to work plan within Project Document	

III. Other Assessments or Evaluations

- This is a young project which initiated in 2012 thus no assessments, evaluations or studies have been undertaken to date.

IV. Programmatic Revisions

- There was no change of scope, budget revision or any major adjustments in strategies, targets or key outcomes and outputs in 2012.

V. Resources

- All UNDP human resources were put in place during 2012.
- The first tranche of USD 1,279,585 was received during 2012 out of a total budget of USD 2,727,273 from the UNDAF Trust Fund with Danish funding.
- The USD 100,000 USD from TRAC was not mobilized during 2012.