

United Nations Development Group Iraq Trust Fund
Project #: G11-23
Date and Quarter Updated: 01 April – 30 June 2013 - 2nd Quarter 2013

Participating UN Organisation: UNDP (lead agency), UNOPS
Sector: Governance
Government of Iraq – Responsible Line Ministry: Independent High Electoral Commission (IHEC)

Title	Institutional Development Support to the Independent High Electoral Commission (IHEC)				
Geographic Location	All Governorates of Iraq				
Project Cost	Total ITF Budget: USD 24, 861, 991 UNDP: USD 13, 947, 279 UNOPS: USD 10, 914, 712				
Duration	36 months				
Approval Date (SC)	29 September 2010	Starting Date	18 October 2010	Completion Date	17 October 2013
Project Description	<p>This programme has been jointly developed by the UN and the Iraqi Independent High Electoral Commission (IHEC) to support the IHEC in its continued institutional development as a sustainable institution within the government structure of Iraq, carrying out its constitutional mandate independently, efficiently, transparently and accountably, in line with professional standards.</p> <p>The programme objectives are based on the results of a comprehensive IHEC capacity assessment in October/November 2009, recommendations from the IHEC and inputs of international advisors working closely with the IHEC on a day-to-day basis, and lessons learned from recent electoral events. These objectives aim to address significant gaps in the following areas:</p> <ol style="list-style-type: none"> 1. Institutional framework and organisational capacity of the IHEC as Iraq’s permanent electoral institution, established under the constitution; 2. Human resource capacity of the IHEC (staff skills, knowledge and resources) at both central and governorate office levels; 3. Technological capacity of the IHEC to manage electoral processes in a sustainable manner. 				

Development Goal and Immediate Objectives

Development goal:
To contribute to an enhanced implementation of electoral processes in Iraq in line with the Governance Sector Outcome 1: *Strengthened electoral processes in Iraq* and the Iraq National development goal: *Strengthening good governance and improving security*.

UNDAF (Links with UNDAF but only after project was initiated.):
Outcome 1: *Improved governance, including the protection of human rights*
1.2 *The Iraqi state has more efficient, accountable and participatory governance at national and sub-national levels.*

The programme’s immediate objective is:
To support the IHEC in its continued institutional development as a sustainable institution within the government structure of Iraq, carrying out its constitutional mandate independently, efficiently, transparently and accountably, in line with professional standards.

Outputs, Key activities and Procurement	
Outputs	<p>JP Output 1: IHEC has strengthened institutional framework and organisational capacity to effectively conduct electoral processes as Iraq’s permanent electoral institution, established under the constitution</p> <p>Output 1.1: IHEC has improved institutional transparency and accountability Output 1.2: IHEC has improved institutional management structures and practices Output 1.3: IHEC has enhanced electoral management policies and processes</p> <p>JP Output 2: IHEC has enhanced human resource capacity by improving staff skills, knowledge and resources at both central and governorate office levels for staff to fulfil their functions effectively</p> <p>Output 2.1: IHEC has enhanced internal professional development and capacity building strategy Output 2.2: IHEC staff have improved technical skills to fulfil their functions effectively</p> <p>JP Output 3: IHEC has improved technological capacity to manage electoral processes in a sustainable manner</p>
Activities	<p>1.1.1 CoR reporting requirements reviewed with the IHEC; 1.1.2 Board decisions published in Kurdish and Arabic; 1.1.3 IHEC electoral regulatory framework reviewed; 1.1.4 Electoral legal framework reviewed in cooperation with CoR Legal Committee; 1.1.5 IHEC complaints process reviewed; 1.1.6 Institutional framework for dispute resolution reviewed in cooperation with CoR Legal Committee, Accountability and Justice Commissioner, and Electoral Judicial Panel; 1.1.7 IHEC processes reviewed in relation to GoI regulations and procedures (admin, finance, contracts); 1.1.8. Number of capacity building activities¹ organised on transparency, accountability and legal framework; 1.1.9 Number of personnel (male/female), representatives of relevant Iraqi partner institutions and external stakeholders engaged in capacity building activities on transparency, accountability and legal framework; 1.1.10 Percentage of participants satisfied with the relevance and usefulness of the activity; 1.1.11 Number of consultants providing technical support to IHEC on improved transparency and accountability; 1.2.1 IHEC SOPs drafted (finance, human resources, information management, administration approval processes); 1.2.2 IHEC reporting guidelines drafted; 1.2.3 IHEC finance, human resources and inventory management systems assessed and upgraded; 1.2.4 Number of management capacity building activities organised for enhancement of management structures and practices; 1.2.5 Number of personnel (male/female) engaged in management capacity building activities; 1.2.6 Percentage of participants satisfied with the relevance and usefulness of the activity; 1.2.7 Number of consultants providing technical support to IHEC to improve institutional management structures and practices; 1.3.1 Assessment of voter registration policies, operational processes and systems completed, in cooperation with relevant Iraqi government bodies; 1.3.2 Study of IDP data and voting patterns completed, in cooperation with Ministry of Displacement and Migration; 1.3.3 Systems for managing political entity and candidate data assessed and upgraded; 1.3.4 Voter information campaign evaluated;</p>

¹ Capacity building activity/ refers to training, study visit, workshop, seminar, roundtable or election lessons learned event.

	<p>1.3.5 IHEC governorate helpdesk and call centre services assessed and improved;</p> <p>1.3.6 Number of capacity building activities held to enhance electoral management policies and processes;</p> <p>1.3.7 Number of personnel and representatives of relevant Iraqi partner institutions (male/female) engaged in capacity building activities to enhance electoral management policies and processes;</p> <p>1.3.8 Percentage of participants satisfied with the relevance and usefulness of the activity;</p> <p>1.3.9 Number of consultants providing technical support to the IHEC to enhance electoral management policies and processes.</p> <p>2.1.1 Internal capacity building procedures and evaluation tools developed by IHEC;</p> <p>2.1.2 Number of personnel (male/female) using resources provided to the IHEC resource centre (books, publications);</p> <p>2.1.3 Number of capacity building activities organised for IHEC CB personnel;</p> <p>2.1.4 Number of IHEC CB personnel (male/female) engaged in capacity building activities;</p> <p>2.1.5 Percentage of participants satisfied with the relevance and usefulness of the activity;</p> <p>2.1.6 Number of capacity building activities organised by IHEC CB Department;</p> <p>2.1.7 Number of personnel (male/female) engaged in capacity building activities organised by IHEC CB Department;</p> <p>2.1.8 Number of personnel (male/female) fully accredited as BRIDGE facilitator;</p> <p>2.1.9 Number of consultants providing support to the IHEC in delivery of capacity building activities;</p> <p>2.2.1 Number of capacity building activities⁷ organised to enhance technical skills;</p> <p>2.2.2 Number of personnel (male/female) engaged in capacity building activities to improve technical skills;</p> <p>2.2.3 Percentage of participants satisfied with the relevance and usefulness of the activity;</p> <p>2.2.4 Number of personnel (male/female) trained in use of graphic design and translation equipment;</p> <p>2.2.5 Number of consultants providing technical support to improve IHEC staff technical skills.</p> <p>3.1.1 Number of technological assessments completed (IT and communications);</p> <p>3.1.2 Voter registration systems and equipment upgraded;</p> <p>3.1.3 GIS system developed;</p> <p>3.1.4 Number of personnel (male/female) trained on the usage and maintenance of IT systems;</p> <p>3.1.5 Percentage of trainees passing the end of training technical test;</p> <p>3.1.6 ITC Disaster Recovery Plan is developed;</p> <p>3.1.7 Strategy for improving data entry centre processes is developed;</p> <p>3.1.8 Number of IHEC staff participating in a study visit on effective and efficient tabulation of results;</p> <p>3.1.9 IHEC call centre systems assessed and upgraded;</p> <p>3.1.10 Number of consultants providing technical support to improve IHEC's IT communication and technology.</p>
Procurement	<p>Procurement planned under the project:</p> <ul style="list-style-type: none"> • Resources for the IHEC resource centre (books, publications, equipment) • Graphic Design equipment • Translation equipment (dictionaries, glossaries, simultaneous interpretation) • Call centre equipment and software • Voter registration equipment and systems • GIS hardware and software equipment • Equipment for implementation of ITC disaster recovery plan

Funds Committed (UNDP)	5,928,642	% of approved	43 %
Funds Disbursed (UNDP)	5,841,031	% of approved	42%
Forecast final date	17 October 2013	Delay (months)	0
Funds Committed (UNOPS)	7,829,756	% of approved	72%
Funds Disbursed (UNOPS)	7,740,391	% of approved	71%
Forecast final date	17 October 2013	Delay (months)	0
Funds Committed (total)	13,758,398	% of approved	55.3 %
Funds Disbursed (total)	13,581,422	% of approved	54.6%

Direct Beneficiaries	Number of Beneficiaries	% of planned (current status)
Men (Target: 1,471)	1,563	106%
Women (Target: 368)	280	76%
Children	n/a	n/a
IDPs	n/a	n/a
Others	n/a	n/a
Indirect beneficiaries	By contributing to a transparent democratic electoral process, the programme benefits the population of Iraq.	n/a
Employment generation (men/women)	Employment generation does not fall directly within the framework of this programme. However, consultancies or service provision contracts may take place during implementation of the programme, utilising Iraqi trainers and service providers wherever possible.	n/a

Quantitative achievements against objectives and results			
	Target	Actual	% of planned
Output 1 / UNDP			84 %
1.1 IHEC has improved institutional transparency and accountability			
1.1.1 CoR reporting requirements reviewed with the IHEC	Yes	On-going	50%
1.1.2 Board decisions published in Kurdish and Arabic	All	Yes	100%
1.1.3 IHEC electoral regulatory framework reviewed	Yes	On-going	50%
1.1.4 Electoral legal framework reviewed in cooperation with CoR Legal Committee	Yes	On-going	30%
1.1.5 IHEC complaints process reviewed	Yes	Yes	100%
1.1.6 Institutional framework for dispute resolution reviewed in cooperation with CoR Legal Committee, AJC, EJP	Yes	On-going	80%
1.1.7 IHEC processes reviewed in relation to GoI regulations and procedures (admin, finance, contracts)	3	2	67%

1.1.8. Number of capacity building activities ² organised on transparency, accountability and legal framework	19	16	84%
1.1.9 Number of personnel (male/female), representatives of relevant Iraqi partner institutions and external stakeholders engaged in capacity building activities on transparency, accountability and legal framework	340	566 (530 male/44 female)	166%
1.1.10 Percentage of participants satisfied with the relevance and usefulness of the activity	80%	99%	113%
1.1.11 Number of consultants providing technical support to IHEC on improved transparency and accountability	5	4	80%
Output 1.2 / UNDP IHEC has improved institutional management structures and practices			76 %
1.2.1 IHEC SOPs drafted (finance, human resources, information management, administration approval processes)	5	3	60%
1.2.2 IHEC reporting guidelines drafted	Yes	Yes	100%
1.2.3 IHEC finance, human resources and inventory management systems assessed and upgraded	3	0	0%
1.2.4 Number of management capacity building activities organised for enhancement of management structures and practices	19	21	110%
1.2.5 Number of personnel (male/female) engaged in management capacity building activities	400	265 (193 male/72 female)	66%
1.2.6 Percentage of participants satisfied with the relevance and usefulness of the activity	80%	96%	120%
1.2.7 Number of consultants providing technical support to IHEC to improve institutional management structures and practices	5	4	80 %
Output 1.3 / UNDP lead w UNOPS IHEC has enhanced electoral management policies and processes			89 %
1.3.1 Assessment of voter registration policies, operational processes and systems completed, in cooperation with relevant Iraqi government bodies	Yes	Initiated	15%
1.3.2 Study of IDP data and voting patterns completed, in cooperation with MoDM	Yes	Initiated	5%
1.3.3 Systems for managing political entity and candidate data assessed and upgraded	Yes	Yes	100%
1.3.4 Voter information campaign evaluated	Yes	Yes	100%
1.3.5 IHEC GEO helpdesk and call centre services assessed and improved	Yes	Completed	100%

² Capacity building activity' refers to training, study visit, workshop, seminar, roundtable or election lessons learned event.

1.3.6 Number of capacity building activities held to enhance electoral management policies and processes	27	34	125%
1.3.7 Number of personnel and representatives of relevant Iraqi partner institutions (male/female) engaged in capacity building activities to enhance electoral management policies and processes	450	603 (510 male /93 female)	134%
1.3.8 Percentage of participants satisfied with the relevance and usefulness of the activity	80%	92	119%
1.3.9 Number of consultants providing technical support to the IHEC to enhance electoral management policies and processes	4	4	100%
Output 2.1 UNDP lead w UNOPS IHEC has enhanced internal capacity building and professional development strategy			113%
2.1.1 Internal CB procedures and evaluation tools developed by IHEC	Yes	Part	40%
2.1.2 Number of personnel (male/female) using resources provided to the IHEC resource centre (books, publications)	50	80 (56 male/24 female)	160%
2.1.3 Number of capacity building activities organised for IHEC CB personnel	8	5	63%
2.1.4 Number of IHEC CB personnel (male/female) engaged in capacity building activities	67	107 (86 male/23 female)	160%
2.1.5 Percentage of participants satisfied with the relevance and usefulness of the activity	80%	95%	119%
2.1.6 Number of capacity building activities organised by IHEC CB Department	90	82	91%
2.1.7 Number of personnel (male/female) engaged in capacity building activities organised by IHEC CB Department	800	717 (596 male/121 female)	90%
2.1.8 Number of personnel (male/female) fully accredited as BRIDGE facilitator	4	11 (10 male/1fe male)	275%
2.1.9 Number of consultants providing support to the IHEC in delivery of capacity building activities	8	2	25%
Output 2.2 / UNOPS IHEC staff have improved technical skills to fulfil their functions effectively			89 %
2.2.1 Number of capacity building activities organised to enhance technical skills	15	18	120 %
2.2.2 Number of personnel (male/female) engaged in capacity building activities	298	267	90%

to improve technical skills		(222 male/45 female)	
2.2.3 Percentage of participants satisfied with the relevance and usefulness of the activity	80%	92	115%
2.2.4 Number of personnel (male/female) trained in use of graphic design and translation equipment	10	8	80%
2.2.5 Number of consultants providing technical support to improve IHEC staff technical skills	5	2	40%
Output 3.1 / UNOPS IHEC has improved technological capacities to support electoral processes in a sustainable manner			75 %
3.1.1 Number of technological assessments completed (IT and communications)	2	1	50%
3.1.2 Voter registration systems and equipment upgraded	Yes	Completed	100%
3.1.3 GIS system developed	Yes	Completed	100%
3.1.4 Number of personnel (male/female) trained on the usage and maintenance of IT systems	252	25 (22 male /3 female)	5%
3.1.5 Percentage of trainees passing the end of training technical test	80%	95(Test 1) /98 Test 2)	97%
3.1.6 ITC Disaster Recovery Plan is developed	Yes	Initiated	50%
3.1.7 Strategy for improving data entry centre processes is developed	Yes	Completed	100%
3.1.8 Number of IHEC staff participating in a study visit on effective and efficient tabulation of results	8	Not yet initiated	0%
3.1.9 IHEC call centre systems assessed and upgraded	Yes	Initiated	50%
3.1.10 Number of consultants providing technical support to improve IHEC's IT communication and technology	3	6	200%

Qualitative achievements against objectives and results

.During the reporting period, the IHEC conducted the 2013 Governorate Council Elections. In this regard, UNDP and UNOPS provided both capacity building and operational support in line with the IHEC's electoral implementation phase. Areas of special focus included the logistics and field coordination, Data Entry Centre (DEC), Political Entities section, gender mainstreaming of the electoral process and voter information awareness activities.

Output 1.1: IHEC has improved institutional transparency and accountability

During the quarter, the UNAMI Legal Adviser provided technical advice to the IHEC's Legal and complaints departments to review the institutional framework for dispute resolution, electoral legal framework, complaints processes and the electoral regulatory framework. These reviews resulted in the amended seat allocation mechanisms, complaints handling procedures, and electoral system, among others. These amended instruments were put to test during the 2013 Governorate Council elections and the effectiveness of these new instruments will be subjected to further review in the next quarter.

A one-day workshop on the Adoption of Electoral System and Seat Allocation Mechanism was held in Baghdad on 7 April 2013. During the workshop, twenty-eight IHEC officials, twenty-six male and two female, were briefed on the electoral system and seat allocation procedures in line with the current law, in preparation for the 2013 Governorate Council elections. The workshop also discussed options for dealing with possible implementation challenges.

UNDP continued to support the IHEC in the enhancement of public information delivery through the use of social media communication channels such as Facebook, YouTube and Twitter. A Social Media consultant was hired to provide technical guidance to the IHEC in this area. Through this technical support, IHEC was able to facilitate daily interaction with the Public through the social media outlets in the run-up to the September 2013 Kurdistan Elections and in preparation for 2014 COR elections. 30 additional IHEC Public Outreach Department staff, 20 male and 10 female, were also trained and coached on using Facebook, Twitter and YouTube and how to respond to the public comments.

A Media and Communication consultant was hired during the reporting period to help in the enhancement of IHEC's media relations and external communication capability to ensure that all national stakeholders were well informed in the run-up to these elections. This promoted increased and positive participation in the electoral processes as well as transparency and accountability of the electoral management body.

Two sessions of Managing Media Appearance training workshops were held in Erbil from 23 to 28 June and 28 June to 3 July, respectively. The workshop developed the IHEC's understanding of institutions corporate image management and its presentation skills before the media. The first session was attended by eleven participants, all male, and the second had nine participants, five male and four female, comprising staff from Public Outreach department and heads of media sections at national and governorate levels.

Output 1.2: IHEC has improved institutional management structures and practices

During the reporting period, UNDP continued to provide support in the priority areas aimed at promoting best electoral management practices in the electoral processes.

UNDP facilitated the participation of two IHEC Commissioners to the 6th Annual International Electoral Affairs Symposium in Mauritius from 27 to 29 April 2013. The symposium discussed challenges facing the international electoral community in the 21st Century and shared common possible solutions. The International Centre for Parliamentary Studies organized and sponsored the symposium.

Ten IHEC staff, six male and four female, from Procurement, Bids and Tender Department participated in a certified Advanced Public Procurement Level 3 Training course and study tour in Dubai, United

Arab Emirates from 2 to 7 June 2013. The training and study tour provided in-depth procurement capacity to the IHEC participants to enable them to manage the planning process associated with the procurement of goods, services and works. The training was provided by UNDP-Chartered Institute of Purchasing and Supply (CIPS).

Output 1.3: IHEC has enhanced electoral management policies and processes

Support under this output focused on enhancing knowledge of electoral processes and broadening awareness of the different options for electoral policies and their technical implementation. This was achieved through the conduct of various lessons learned from the 2013 Governorate Council Elections (GCE) workshops.

A three-day Governorate Council Elections lessons learned workshop for Logistical Support took place in Erbil from 26 to 28 May 2013. 24 IHEC Logistical support staff, twenty-two male and two female, from the national and governorates offices attended the workshop. The workshop discussed the logistical support plan implemented during the 2013 Governorates Council Elections, focusing on the challenges faced during receiving, packing, batching, preparation, and transportation of electoral materials. The workshop also came up with recommendations to overcome such challenges in future elections. Some of these recommendations include a provision of a four-day period for distribution of polling materials and equipping the Governorate Offices with trucks for use during distribution of materials.

The IHEC Contracts and Bidding department held a three-day workshop in Erbil from 26 to 28 May 2013. The workshop discussed lessons learned from the 2013 Governorate Council elections in respect of the procurement processes. The discussion centred on the procurement processes that were utilized during the elections, identified best practices and challenges and drew some recommendations on how to provide high quality and efficient procurement services in the future. IHEC staff, twenty male and two female, from the biddings and contracts section and other sections involved in this process attended the workshop which was sponsored by UNDP.

The Central Committee for Hiring Polling Centre staff held a three-day lessons learned, from the Governorate Council elections, workshop in Erbil from 27 to 29 May 2013. The workshop was attended by twenty-six staff, twenty-two male and four female, from committee's members at the national level and its sub-committees at governorate levels. During the workshop, the Central Hiring Committee and its sub-committees identified obstacles that were faced during the hiring process, such as hiring of inexperienced and partisan personnel by some of the Governorates. Recommendations on to overcome them in future elections one of which was to strengthen the vetting process. The workshop was fully sponsored by UNDP.

A joint session of lessons learned from the Governorate Council elections workshop between IHEC Operations Department and relevant sections was held in Erbil from 27 to 29 May 2013. The workshop evaluated the work of the Data Entry Centre (DEC) during GCEs 2013, identified challenges and successes encountered and discussed how best to accelerate election results and draw recommendations for future elections. The workshop was attended by 18 DEC staff, fifteen male and three female.

A three-day workshop on lessons learned from the Governorate Council Elections for the Field Coordination Section took place in Erbil from 3 to 5 June 2013. Twenty-eight participants, twenty six male and two female, comprising the IHEC Field Coordination Section from the national and

governorate offices attended the workshop. The workshop discussed how the section provided field coordination support to the 2013 Governorate Council elections, focusing on the best practices and challenges faced during their work.

A lessons learnt workshop for IHEC Director Generals from the national office governorate elections offices took place in Istanbul, Turkey from 28 to 30 June 2013. The workshop reviewed recommendations made by IHEC departments and sections in respect of lessons learned from the 2013 Governorate Council elections. The workshop came up with refined recommendations and timelines for implementation for the consideration at the Board of Commissioners and Operations Committee lessons learned workshop. Thirty-three IHEC staff, all male, participated in the workshop.

Output 2.1: IHEC has enhanced internal capacity building and professional development strategy

Electoral programme staff continued to provide guidance to the IHEC Capacity Building Department on development and implementation of internal IHEC projects and activities. This involved regular discussions with the Head of Capacity Building Department and departmental staff on planning and implementation of activities, developing appropriate activity tracking mechanisms. All guidance to the IHEC Capacity Building Department was undertaken jointly by UNDP, UNOPS and UNAMI.

Output 2.2: IHEC staff have improved technical skills to fulfil their functions effectively

A third round of the database training was held in July to cover the participants who missed the first two training sessions due to exigencies of service. Advanced training on application development methodology and programming language is planned for August and September.

To introduce international frameworks on IT service management and Information Security, training is being conducted in July and August for approximately forty-five IHEC staff. The first group of trainees have completed their training with a 97% passing average rate at the end of the training.

Output 3: IHEC has improved technological capacities to support electoral processes in a sustainable manner

During the reporting period, April to June 2013, several critical activities as they relate to the upcoming elections and IHEC technical capacities were undertaken and completed. A brief summary of these activities is as follows:

- Additional UNOPS ICT resource staff has been brought on board. These were Desktop and Messaging specialist, Information Security specialist and Network specialist.
- Secure connectivity between the national office and all IHEC offices in Kurdistan has been established using Virtual Private Networking technologies. This has facilitated data and voice communication between these offices, which is crucial for the upcoming elections.
- **Virtualization and Consolidation:** Under the guidance of the UNOPS ICT Advisor, a server farm to host virtual instances of the servers originally hosted on physical platforms was implemented. Following successful pilot testing, all critical services have been moved to this environment and old servers have been decommissioned. IHEC staff is being trained on the

usage of the virtualization and consolidation technologies.

- **IT Service Management:** Following the successful deployment of the network monitoring tool (OpsManager), an application monitoring tool (AppManagers) had been installed in IHEC to monitor end-user perspective of application performance. IHEC staff are being trained and certified on International best practice framework (ITIL) and Information Security Management system (ISO27001).
- **Internet Connectivity:** Following several incidents of high usage of the Internet, the firewall in IHEC had been upgraded by the UNOPS ICT Specialist. An Information Security and Acceptable usage guide is being drafted to establish standards and procedures for IHEC staff.
- **Email Service:** Following restoration of the IHEC email server and mailboxes, training by UNOPS ICT specialist was conducted for all IHEC users.

Main implementation constraints & challenges

The shift of IHEC's focus from institutional capacity building to operational priorities, due to the preparations for and conduct of the Governorate Council election in April and June 2013, presented major challenges to the timely implementation of activities of this project during the reporting period as some of the planned activities had to be postponed or cancelled.