

**Iraq UNDAF Fund**  
**Project #81969: P1-03**  
**Date and Quarter: 01 April to 30 June 2013 - 2<sup>nd</sup> Quarter 2013**

Participating UN Organisation: UNDP	Sector: Governance and Human Rights
Government of Iraq – Responsible Line Ministry:	The Iraqi Commission of Integrity

<b>Title</b>	Institutional Development of the Iraqi Anti-Corruption Academy				
<b>Geo. Location</b>	Nation Wide				
<b>Project Cost</b>	\$2,727,273 USD - Tranche One received: \$1,279,585				
<b>Duration</b>	30 months				
<b>SC Approval Date</b>	18.01.2012	<b>Starting Date</b>	12.03.2012	<b>Completion Date</b>	12.09.2014
<b>Project Description</b>	<p>Considering that the legal and institutional anti-corruption framework has only recently been established in Iraq, there is a need to strengthen the institutional framework, and to streamline the laws and regulations that govern the mandates, powers, and interaction between the various anticorruption agencies.</p> <p>Legislative reform on its own will not be sufficient to combat corruption in Iraq, particularly if the personnel that are responsible for enforcing the law are not equipped with up-to-date knowledge and skills. This project will provide administrative and technical assistance to the newly established Anti-Corruption Academy, particularly with a view to enabling capacity building and knowledge development for the country's anti-corruption agencies.</p>				

<b>Development Goal and Immediate Objectives</b>	
UNDAF:	Priority 1: Improved Governance, including the protection of human rights.
UNDP CPAP:	Outcome 3: Strengthened regulatory frameworks, institutions and processes in place for accountable, transparent and participatory governance at national and local levels.
Output 1:	Anti-Corruption Academy has sustainable organizational arrangements.
Output 2:	Relevant resources in place for the Anti-Corruption Academy.
Output 3:	Anti-Corruption Academy ability and capacity to deliver training established.

<b>Outputs, Key Activities and Procurement</b>	
<b>Outputs</b>	<ol style="list-style-type: none"> <li><i>1. Anti-Corruption Academy has sustainable organizational arrangements.</i></li> <li><i>2. Relevant resources in place for the Anti-Corruption Academy.</i></li> <li><i>3. Anti-Corruption Academy ability and capacity to deliver training established.</i></li> </ol>
<b>Activities for Output 1:</b>	<ol style="list-style-type: none"> <li>1.1 A needs assessment carried out to determine the Academy's administrative, operational, financial and sustainable requirements.</li> <li>1.2 Working session conducted to determine the Academy's organizational structure</li> </ol>

<b>Activities for Output 2:</b>	2.1 Working session conducted to determine each faculty and centre's requirements and staffing levels. 2.2 Various faculties set up and equipped. 2.3 Various centres set up and equipped.
<b>Activities for Output 3</b>	3.1 Sufficient and experienced national staff employed. 3.2 Programme curricula developed. 3.3 Training courses established. 3.4 Training sessions based on new training courses and curricula conducted. 3.5 Training session conducted for the Academy staff. 3.6 Training courses developed on line.
<b>Procurement</b>	

<b>Funds Committed</b>	USD 625,983.15	<b>% of received funds</b>	48.92%
<b>Funds Disbursed</b>	USD 299,321.18	<b>% of received funds</b>	23.39%
<b>Forecast final date</b>	12 September 2014	<b>Delay (months)</b>	0

<b>Direct Beneficiaries</b>	<b>Number of Beneficiaries</b>	<b>% of planned (current status)</b>
Oversight agencies in Iraq	2,000+	40%

<b>Quantitative achievements against objectives and results</b>		<b>% of planned</b>
Output 1: Anti-Corruption Academy has sustainable organizational arrangements.	Anti-Corruption Academy structure identified.	89%
Output 2: Relevant resources in place for the Anti-Corruption Academy	Recruitment of staff	35%
Output 3: Anti-Corruption Academy ability and capacity to deliver training established.	Training needs assessment in draft	10%

## Qualitative achievements against objectives and results

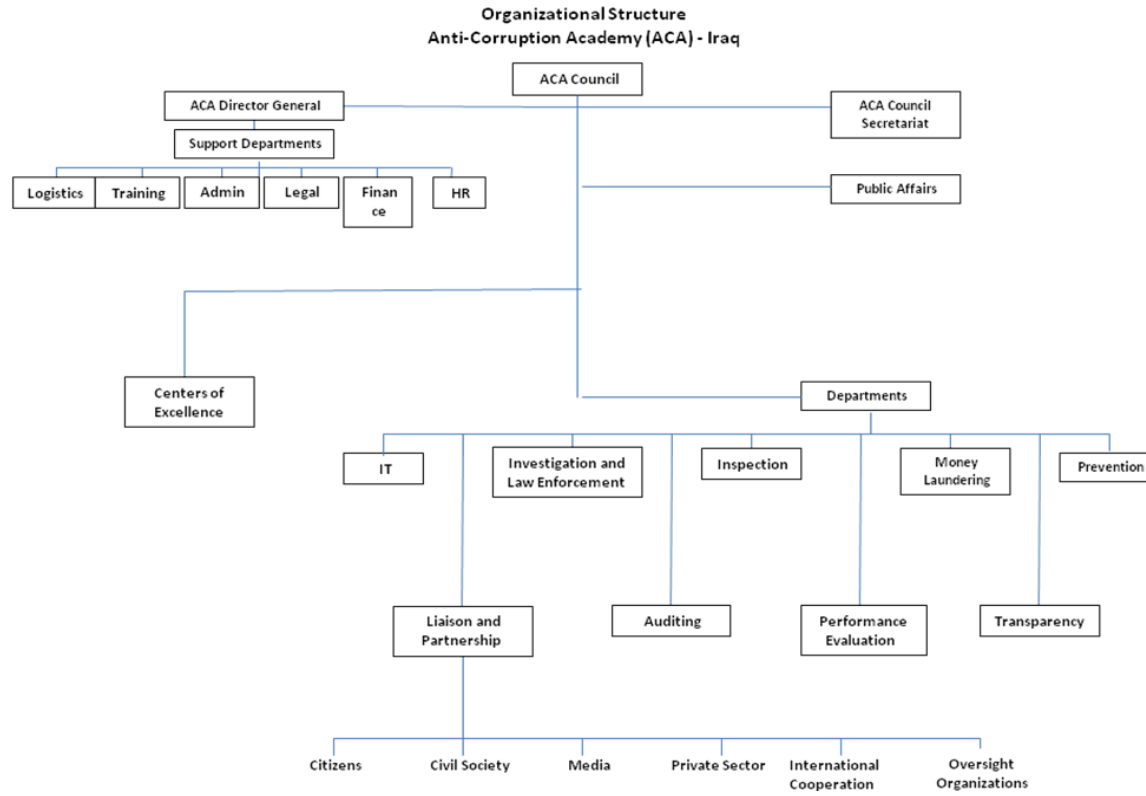
### *Output 1: Anti-Corruption Academy has sustainable organizational arrangements.*

- 1.1 A needs assessment carried out to determine the Academy's administrative, operational, financial and sustainable requirements.
- 1.2 Working session conducted to determine the Academy's organizational structure.

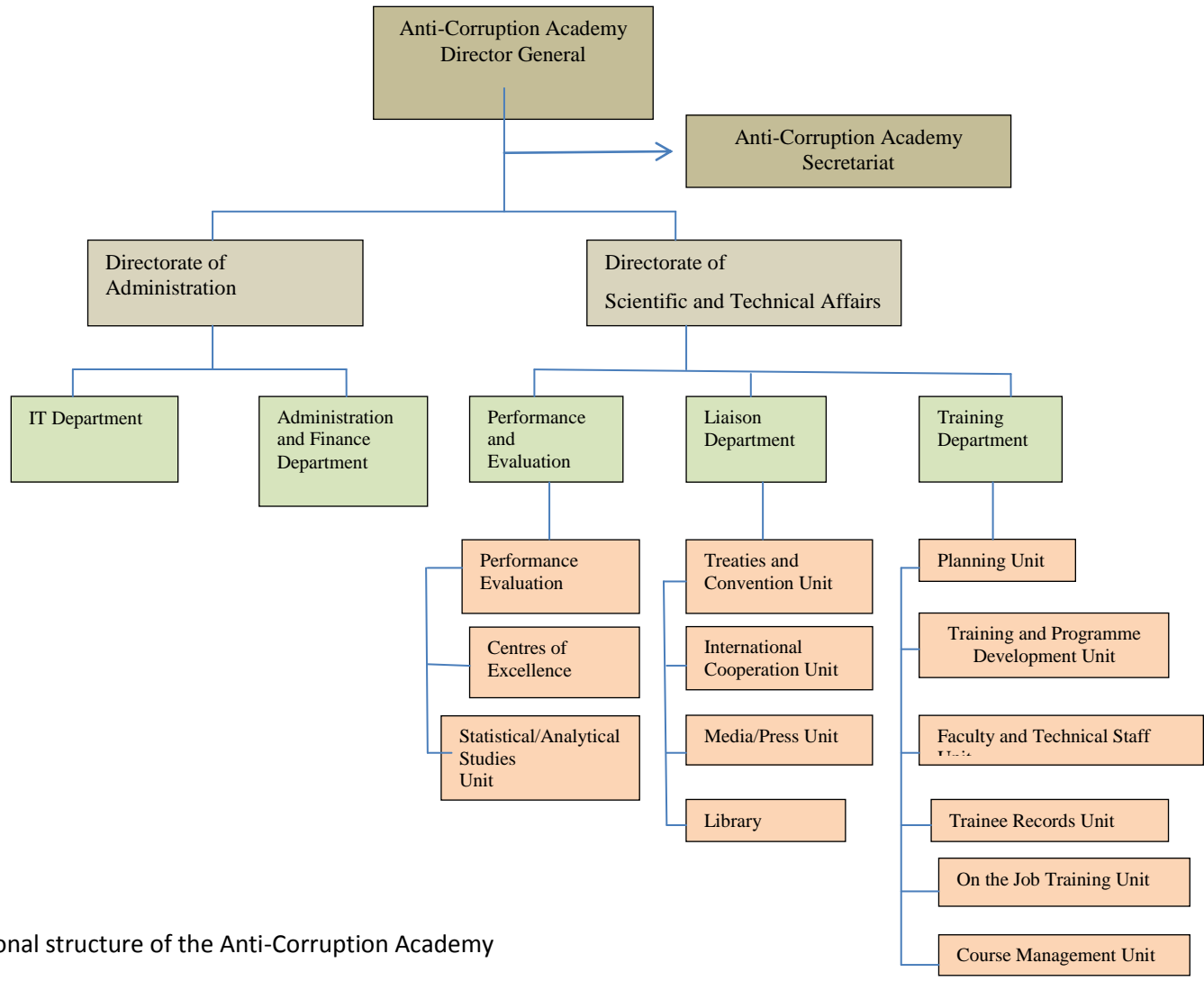
- UNDP held meetings with the GoI represented by the Joint Anti-Corruption Council (JACC) and the Commission of Integrity (CoI) to discuss and agree the contents of the project. This was successfully completed and resulted in Government endorsement Q2 2012.
- All project staff are now on board.
- A Technical Committee was established during Q2 2012 consisting of the oversight authorities and the Dean of Colleges and Universities in Baghdad. The Technical Committee since establishment has assisted in the technical assessment of the organizational structure, administrative, operational, financial and sustainable requirements of the Anti-Corruption Academy.
- UNDP and the Technical Committee held a working session on the 13-14 June and brought together representatives from the Commission of Integrity and UNDP-Iraq in addition to national focal points in Anti-Corruption. The purpose of the working session was to present and debate the Academy's organizational structure. The participants based their discussion on Article 10 of Law # 30 for year 2011 which states the legal establishment of the Academy as a directorate within the Commission of Integrity. A number of suggestions were debated that led to a general consensus of the Anti-Corruption Academy organizational structure.
- The Needs Assessment was conducted in consultation with the technical committee to ensure all oversight institution requirements were addressed and incorporated within the ACA structure architect during this reporting period.
- This suggested organizational structure was presented to the Commissioner of the Commission of Integrity, feedback and comments were received, specific details on the bi-laws and internal policies are presently under review.
- It was agreed with the General Director of the Anti-Corruption Academy and Deputy Commissioner of the Commission of Integrity to establish two technical committees. The roles of the two technical committees are to revise and approve the curricula at the Anti-Corruption Academy; (i) one for the training program curricula, and (ii) the second for the academic program curricula.
- The Committee of the Training Programs Curricula was established 1<sup>st</sup> Quarter 2013 with participation of the UNDP and chaired by

## Deputy Commission of the Commission of Integrity.

- The second committee for the academic program curricula has not yet been established and will have members from the Ministry of Higher Education and Scientific Research.



- After several discussions a new organizational structure was decided. The organogram was changed during 4<sup>th</sup> Quarter 2012 to the following:



New organizational structure of the Anti-Corruption Academy

*During 2<sup>nd</sup> Quarter 2013*

- *The structure remains with the Commission of Integrity for further actions with the Government of Iraq.*

***Output 2: Relevant resources in place for the Anti-Corruption Academy.***

- 2.1 Working session conducted to determine each faculty and centre's requirements and staffing levels.
- 2.2 Various faculties set up and equipped.
- 2.3 Various centres set up and equipped.

- Staff appointed based on civil servant employment procedures to fill the identified posts on the revised organizational structure.
- Negotiations continue with Academy management.
- During 1<sup>st</sup> quarter 2013 a decision was taken to appoint a national UNDP Project Associate in Baghdad. During the quarter the administrative work was completed with the Project Associate anticipated to come on board during 2<sup>nd</sup> Q.
- Work initiated to develop both the training and academic curriculum for Investigation.
- Discussions were furthered during 1<sup>st</sup> Q 2013 with a specialized NGO and a University who has expressed interested to develop curricula and further develop the subject of Investigative Journalism in partnership with the Anti-Corruption Academy.

*During 2<sup>nd</sup> Quarter 2013*

- The recruitment of a project associate in Baghdad initiated.
- Discussion completed on equipment list against the new structure
- The procurement process to facilitate the development of Investigative Journalism materials and training was initiated.

***Output 3: Anti-Corruption Academy ability and capacity to deliver training established.***

- 3.1 Sufficient and experienced national staff employed.
- 3.2 Programme curricula developed.
- 3.3 Training courses established.
- 3.4 Training sessions based on new training courses and curricula conducted.
- 3.5 Training session conducted for the Academy staff.
- 3.6 Training courses developed on line.

- Terms of reference developed for technical subject development for core courses.
- On line discussions opened regarding content and technical applications.
- Discussions were further opened, based on the approved organogram in December 2012, with the Anti-Corruption Academy on Department terms of reference and further descriptions including sharing job descriptions.

*During 2<sup>nd</sup> Quarter 2013*

- Development of the curricula on multiple subjects initiated at the Anti-Corruption Academy

**Main implementation constraints & challenges**

Unstable security situation in Iraq continues with increasing violence in Baghdad. This could impede access for students to the Green Zone where the ACA is located. There is a noted capacity gap and need to facilitate curriculum development and other components of the project. Identifying proper participants and obtaining travel documents for training programs and finding a sufficient number of female trainers and trainees. Potential gap in capacity especially within finance, ops and procurement as the UNDP Office returns to Iraq in 2013.

