

United Nations Development Group Iraq Trust Fund

Project #: G11-23

Date and Quarter Updated: 01 October – 31 December 2013- 4th Quarter 2013

Operationally closed

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| Participating UN Organisation: UNDP (lead PWG : Governance & Human Rights agency), UNOPS 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 | | | | | |
| <p>Development goal: To contribute to an enhanced implementation of electoral processes in Iraq in line with the Governance Sector Outcome 1: <i>Strengthened electoral processes in Iraq</i> and the Iraq National development goal: <i>Strengthening good governance and improving security</i>.</p> <p>UNDAF (Links with UNDAF but only after project was initiated.): Outcome 1: <i>Improved governance, including the protection of human rights</i> 1.2 <i>The Iraqi state has more efficient, accountable and participatory governance at national and sub-national levels.</i></p> <p>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.</p> | | | | | |

| Outputs, Key activities and Procurement | |
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| 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</p> |

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

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| | <p>Displacement and Migration;</p> <p>1.3.3 Systems for managing political entity and candidate data assessed and upgraded;</p> <p>1.3.4 Voter information campaign evaluated;</p> <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> |
| <p>Procurement (major items)</p> | <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 |

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| Funds Committed (UNDP) | 8,020,294.15 | % of approved | 58 % |
| Funds Disbursed (UNDP) | 7,996,722.15 | % of approved | 57% |
| Forecast final date | 17 October 2013 | Delay (months) | 0 |
| Funds Committed (UNOPS) | 9,418,846.14 | % of approved | 86% |
| Funds Disbursed (UNOPS) | 9,396,059.99 | % of approved | 86% |
| Forecast final date | 17 October 2013 | Delay (months) | 0 |
| Funds Committed (total) | 17,439,140.29 | % of approved | 70 % |
| Funds Disbursed (total) | 17,392,782.14 | % of approved | 70% |
| Direct Beneficiaries | Number of Beneficiaries | % of planned (current status) | |
| Men (Target: 1,471) | 1,630 | 111% | |
| Women (Target: 368) | 298 | 81% | |
| 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 | | | |
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| | Target | Actual | % of planned |
| Output 1 / UNDP | | | 99 % |
| 1.1 IHEC has improved institutional transparency and accountability | | | |
| 1.1.1 CoR reporting requirements reviewed with the IHEC | Yes | On-going | 80% |
| 1.1.2 Board decisions published in Kurdish and Arabic | All | Yes | 100% |
| 1.1.3 IHEC electoral regulatory framework reviewed | Yes | On-going | 80% |
| 1.1.4 Electoral legal framework reviewed in cooperation with CoR Legal Committee | Yes | On-going | 65% |
| 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 | 90% |
| 1.1.7 IHEC processes reviewed in relation to GoI regulations and procedures (admin, finance, contracts) | 3 | 3 | 100% |

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| 1.1.8. Number of capacity building activities ² organised on transparency, accountability and legal framework | 19 | 19 | 100% |
| 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 | 589 (539 male/50 female) | 173% |
| 1.1.10 Percentage of participants satisfied with the relevance and usefulness of the activity | 80% | 85 | 106% |
| 1.1.11 Number of consultants providing technical support to IHEC on improved transparency and accountability | 5 | 5 | 100% |
| Output 1.2 / UNDP IHEC has improved institutional management structures and practices | | | 83 % |
| 1.2.1 IHEC SOPs drafted (finance, human resources, information management, administration approval processes) | 5 | 4 | 80% |
| 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 | 22 | 116% |
| 1.2.5 Number of personnel (male/female) engaged in management capacity building activities | 400 | 267 (194 male/73 female) | 67% |
| 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 | 5 | 100 % |
| Output 1.3 / UNDP lead w UNOPS IHEC has enhanced electoral management policies and processes | | | 96 % |
| 1.3.1 Assessment of voter registration policies, operational processes and systems completed, in cooperation with relevant Iraqi government bodies | Yes | Initiated | 30% |
| 1.3.2 Study of IDP data and voting patterns completed, in cooperation with MoDM | Yes | Initiated | 30% |
| 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% |
| 1.3.6 Number of capacity building activities held to enhance electoral | 27 | 39 | 144% |

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

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| management policies and processes | | | |
| 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 | 725 (611 male /114 female) | 161% |
| 1.3.8 Percentage of participants satisfied with the relevance and usefulness of the activity | 80% | 85 | 106% |
| 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 | | | 140% |
| 2.1.1 Internal CB procedures and evaluation tools developed by IHEC | Yes | Yes | 100% |
| 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 | 8 | 100% |
| 2.1.4 Number of IHEC CB personnel (male/female) engaged in capacity building activities | 67 | 191 (159 male/32 female) | 285% |
| 2.1.5 Percentage of participants satisfied with the relevance and usefulness of the activity | 80% | 90% | 113% |
| 2.1.6 Number of capacity building activities organised by IHEC CB Department | 90 | 85 | 94% |
| 2.1.7 Number of personnel (male/female) engaged in capacity building activities organised by IHEC CB Department | 800 | 772 (620 male/152 female) | 97% |
| 2.1.8 Number of personnel (male/female) fully accredited as BRIDGE facilitator | 4 | 11 (10 male/1 female) | 275% |
| 2.1.9 Number of consultants providing support to the IHEC in delivery of capacity building activities | 8 | 3 | 38% |
| Output 2.2 / UNOPS IHEC staff have improved technical skills to fulfil their functions effectively | | | 120 % |
| 2.2.1 Number of capacity building activities organised to enhance technical skills | 15 | 25 | 160 % |
| 2.2.2 Number of personnel (male/female) engaged in capacity building activities to improve technical skills | 298 | 352 (289) | 118% |

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| | | male/63 female) | |
| 2.2.3 Percentage of participants satisfied with the relevance and usefulness of the activity | 80% | 98 | 122% |
| 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 | 6 | 120% |
| Output 3.1 / UNOPS IHEC has improved technological capacities to support electoral processes in a sustainable manner | | | 96 % |
| 3.1.1 Number of technological assessments completed (IT and communications) | 2 | 2 | 100% |
| 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 | 89 (72 male /17 female) | 35% |
| 3.1.5 Percentage of trainees passing the end of training technical test | 80% | 100 | 125% |
| 3.1.6 ITC Disaster Recovery Plan is developed | Yes | Procured | 100% |
| 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 | Procured | 100% |
| 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 |
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| <p>During the reporting period, the programme conducted several meetings with the IHEC counterparts to discuss the activities implemented during the lifecycle of the project. The programme also reviewed the activities and timelines for phase two of the electoral support. As this was a transitional period and that the project was only operational for seventeen days of the quarter, no activities were implemented during the reporting period for most of the outputs. The support to the IHEC in the quarter was mainly guidance and advice provided by the electoral advisors.</p> <p>Output 1.1: IHEC has improved institutional transparency and accountability</p> <p>During the quarter, support to the IHEC was focused on daily guidance and advice on legal framework</p> |

and dispute resolution mechanisms for the Council of Representatives elections. This support was provided by the UNAMI Legal Advisor.

Output 1.2: IHEC has improved institutional management structures and practices

During the reporting period, UNDP continued to facilitate exposure of IHEC senior management with external like-minded institutions with an aim of promoting best electoral management practices in the electoral processes. In this regard, discussions were conducted between UNDP Iraq and UNDP India on the establishment of a South-South Cooperation between the IHEC and Electoral Commission of India.

Output 1.3: IHEC has enhanced electoral management policies and processes

Support under this output continued to focus on enhancing IHEC's knowledge of electoral processes and broadening awareness of the different options for electoral policies and their technical implementation. The UNDP Political Entities Advisor and Procurement provided on-the-job coaching in the areas of candidate nomination and data as well as procurement for the Council of Representatives elections.

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

Under this output, a series of meetings were conducted with the IHEC's Capacity Building Department to discuss how the electoral support programme had been implemented, shortcomings and future support to the IHEC to enhance its preparedness for the conduct of the 2014 Council of Representatives elections.

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

The project continued to provide on the job training to relevant IHEC personnel to enhance their database management and information technology skills. This support was to ensure that the IHEC stands ready for the effective implementation of the 2014 electoral process.

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

No major activities were conducted for this Output during the reporting period. The Information and Communication Technology advisors provided technical guidance in the areas of networking, information security and knowledge management.

Main implementation constraints & challenges

During the reporting period, the IHEC was still implementing workshops on lessons learnt from the Kurdistan Regional Government Parliamentary elections. This provided very little time for the implementation of activities of this project. However, the project took this as an opportunity to wind up its activities before operational closure on 17 October 2013.