



[UNDG Iraq Trust Fund]

ANNUAL PROGRAMME<sup>1</sup> NARRATIVE PROGRESS REPORT

REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2009

**Submitted by:**

UNOPS

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**Country and Thematic Area<sup>2</sup>**

Iraq, activities will mostly take place in Baghdad and Erbil, however participants will come from all Governorate Elections Offices.

Old cluster C – Governance sector Outcome Team

**Programme No:** G11-19

**MDTF Office Atlas No:** 66972

**Programme Title:**

Institutional Development – Organizational and HR Capacity Building for the IHEC Phase II

**Participating Organization(s):**

- UNOPS
- UNAMI EAT

**Implementing Partners:**

- ACHRS

**Programme Budget (from the Fund):**

USD 3,892,669

**Programme Duration (in months):**

Start date<sup>3</sup>: November 1, 2008

End date: April 1, 2010

Budget Revisions/Extensions:

List budget revisions and extensions, with approval dates, if applicable

<sup>1</sup> The term “programme” is used for programmes, joint programmes and projects.

<sup>2</sup> E.g. Priority Area for the Peacebuilding Fund; Thematic Window for the Millennium Development Goals Fund (MDG-F); etc.

<sup>3</sup> The start date is the date of the first transfer of funds from the MDTF Office as Administrative Agent.

### **Introduction:**

The Narrative Progress Report template is in line with the UNDG Standard Progress Report.

Building on continued efforts made in the UN system to produce results-based reports, the progress report should describe how the activities (inputs) contributed to the achievement of specific short-term outputs during the twelve month reporting period, and to demonstrate how the short-term outputs achieved in the reporting period collectively contributed to the achievement of the agreed upon outcomes of the Strategic (UN) Planning Framework guiding the operations of the Fund<sup>4</sup>.

In support of the individual programme reports, please attach any additional relevant information and photographs, assessments, evaluations and studies undertaken or published.

The information contained in the Programme Summaries and Quarterly Updates prepared by the Participating Organizations may be useful in the preparation of the Annual Narrative Progress Report. These Summaries and Updates, where applicable, are available in the respective Fund sections of the MDTF Office GATEWAY (<http://mdtf.undp.org/>).

### **Formatting Instructions:**

- The report should not exceed 10-15 pages.
- The report should be submitted in one single Word or PDF file.
- Annexes can be added to the report but need to be clearly referenced, using footnotes or endnotes within the body of the narrative.
- Do not change the Names and Numbers of the Sections below.

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<sup>4</sup> E.g. in the case of the MDG-F, it is important to show how the programme relates to the UNDAF and how it aims to support national development goals, including the Millennium Development Goals. The causal links and rationale between the joint programme, the thematic window of the MDG-F and the MDGs should be clearly stated. In the case of the Peacebuilding Fund's Peacebuilding and Recovery Facility (PRF), show how the programme relates to the PBF Priority Plan's objectives. For the UNDG Iraq Trust Fund, explain how the programme relates to the UN Assistance Strategy for Iraq, UN MDGs, ICI, NDS, etc.

## **NARRATIVE REPORT**

### **I. Purpose**

- Provide the main outputs and outcomes/objectives of the programme.

The project is part of the integrated programme “Institutional Development – Organizational and HR Capacity Building for the IHEC”, jointly implemented by UNAMI, UNDP and UNOPS and contributes to its outcome number 1 “*Increased institutional capacity of the IHEC to independently carry out future electoral events*”.

The project will work on the capacity building of various prioritised departments and units of the IHEC through the provision of 19 Capacity Building activities with up to 1,054 IHEC participants from HQ as well as from GEOs. Considering the diversity of the training areas, SOPs for delivery will be refined to address the specific circumstances of the new training activities and to ensure a harmonised approach vis-à-vis the trainings provided through UNDP and other IEAT partners.

The outputs of this project will be in line with the UNCT SOT Governance’s target to train 850 IHEC staff in priority areas and to contribute to the outcome of “increased institutional capacity of the IHEC to independently carry out future electoral events.

The Project will also include a component of security provision for the UNCT’s Electoral Assistance Team through contracting a security service provider who will work under the technical coordination/supervision of UNAMI/SSU.

- Explain how the Programme relates to the Strategic (UN) Planning Framework guiding the operations of the Fund

#### ✓ *UN Assistance Strategy for Iraq*

The institutional development of the IHEC was identified by the former Cluster G-Electoral Support as an area where assistance should be provided. Such assistance is focusing on ensuring that the institution will be fully accountable and have the capacity to make and implement informed decisions transparently.

#### ✓ **MDGs**

#### *Goal 3 – Enhancing gender equity and strengthening women issues*

The project does not have a direct gender specific impact. However as the IHEC recruitment and staffing policy must be in line with the gender-relevant provisions for public servants in Iraq, it is expected that both men and women will benefit from the proposed activities. In the implementation of the outputs, equal participation of IHEC’s male and female staff will be encouraged.

The selection of the participants to the training activities is the responsibility of the IHEC, and it is done based on training needs identified in the different departments of the Commission. UNAMI/IEAT will encourage participation of women to the extent possible but the level of their

involvement/participation will also greatly depend on the rate of female staff and their roles within the individual departments of IHEC prioritized under this project. In this context, reference is made to the UNAMI/UNDP component under this Programme, which addresses IHEC policy and management, including HR policy aspects specific to the recruitment and development of female employers.

As for the achievement of the project's outcome it is envisaged that by working on the capacity of the IHEC and enhancing its accountability, future electoral events will be more transparent and therefore conducive to substantial participation of all of society, including women.

### *Goal 8 – Control Corruption*

The IHEC has the responsibility for the overall management and administration of the Iraqi electoral processes ensuring that they are conducted as openly and as transparently as possible, thus facilitating large participation of the Iraqi population. Developing the capacity of the IHEC, the project will allow for improved implementation of electoral processes and will consequently encourage and enhance the participation of Iraqi voters, thus ensuring the full exercise of their democratic rights and the establishment of Rule of Law. These are all elements which help control corruption.

- **Iraq NDS**

The project will contribute to the achievement of Pillar 4 of the Iraq National Development Strategy (NDS), *strengthening good governance and improve security*. The NDS specifically mentions that to achieve the goals of Pillar 4 it is required, among other things, to support the Electoral Commission. Under this project, the IHEC will be directly supported in its capacity of acting as an autonomous institution able to coordinate electoral events, to follow up on the outcomes and to improve the IHEC's operational capacity.

- **ICI**

The Project will contribute to the realisations of the objectives set in the International Compact with Iraq (ICI). In particular the Project will play a role in the achievement of the *implementation of political/legislative timetable*. In fact, by strengthening the Electoral Commission it will be ensured that the electoral timeframe set by the Government of Iraq will be respected. Furthermore, electoral events will be carried out in a transparent and efficient manner and in respect of 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.

The Compact aims to consolidate peace and pursue political, economic and social development. Within this framework, the strengthening of the institutional capacity of the IHEC is a significant contribution to promote good governance and improve the political framework.

## **II. Resources**

### *Financial Resources:*

- Provide information on other funding resources available to the project, if applicable.

n/a

- Provide details on any budget revisions approved by the appropriate decision-making body, if applicable.

n/a for 2009

- Provide information on good practices and constraints in the mechanics of the financial process, times to get transfers, identification of potential bottlenecks, need for better coordination, etc.

In general, the financial process with the UNDG-ITF is very well managed as funds for newly approved projects are transferred in a few days after the official signature of the Project Document. There are no real bottlenecks and currently budget revisions are processed quickly. Moreover, the financial reporting on an annual basis facilitated the process compared to the previous practice of semiannual financial reporting. The on line reporting portal used for financial reporting of all the Multi Donor Trust Fund projects also helped improve the quality of reporting.

#### *Human Resources:*

The project personnel plan takes into consideration that UNOPS has other project activities taking place during the same period and funded through the same source (UNDG/ITF), which also supports the IHEC (e.g. Communications Support to IHEC, Electoral Education Campaign, Electoral Observer Support). This would lead to synergies allowing the more efficient utilization of human resources.

- National Staff: Provide details on the number and type (operation/programme).

No	Position Title	Location
1	Project Officer - Main responsibilities: liaison IEAT in BGD, planning and preparation activities with IHEC CB	Baghdad/Iraq
2	Administrative Associate (50%)	Amman/Jordan
3	Administrative Assistant (50%)	Amman/Jordan

- International Staff: Provide details on the number and type (operation/programme)

No	Position Title	Location
1	Project Manager (75%) - Main responsibilities: project management, oversight, supervision and financial and narrative reporting	Baghdad/Iraq <sup>5</sup>
2	Training Specialist (75%) - Main responsibilities: workshop planning and monitoring but also significant involvement in operational aspects (often simultaneous workshops at different locations)	
3	Operations Specialist (75%) - Main responsibilities: operational planning and implementation (incl. procurement, contracting, travel, accommodation, visa, etc.)	

<sup>5</sup> If not possible due to UNDSS restrictions/non-availability of UN slots then Amman/Jordan with frequent missions to Iraq.

### III. Implementation and Monitoring Arrangements

- Summarize the implementation mechanisms primarily utilized and how they are adapted to achieve maximum impact given the operating context.

UNOPS will focus on implementation only (e.g. logistics, accommodation, procurement/contracting, etc.) and the role for content provision will remain with UNAMI's Electoral Assistance Team (e.g. TOR development, liaison with IHEC and IEAT partners, technical monitoring and evaluation).

The priority areas of training will be on

- IT & Database (4 activities)
- Capacity Building/HR (5activities)
- Security (3 activities)
- Public Outreach (1 activity)
- Logistics (1 activity)
- Graphic Design (3 activities)
- Operations (VRU-related) (2 activities)

Project delivery will be based on SOPs established between UNOPS, UNAMI/EAT, IEAT and IHEC. These include detailed process steps and templates for:

1. Definition of detailed Training Activity Outlines (including reasons for training, detailed learning objectives, TOR/methodology, dates/itinerary, target group, locations, logistics requirements, etc.) based on the Project's Training Matrix;
2. Endorsement of Training Activity Outlines by IHEC;
3. Activity preparation (including deadlines for nomination of participants, submission of travel-relevant information/documents, travel and hotel bookings<sup>6</sup>, etc.);
4. Activity implementation (including UNOPS and UNAMI facilitation and monitoring);
5. Activity evaluation and reporting, to IHEC and UNDG ITF, including details on participants, delivery, feedback, lessons learned, recommendations, etc.

These SOPs are subject to regular review to ensure that lessons learned are incorporated and applied to subsequent activities.

UNOPS works closely with UNAMI/IEAT staff when programming and implementing project's activities to ensure optimal solutions are delivered.

UNAMI/IEAT staff provides UNOPS focal point for the project with the relevant information including TOR and procurement requirements for the activity to be implemented.

UNOPS' project team coordinates internally with the relevant departments (Procurement, HR, Finance and Security) and externally with UNDP to ensure all the necessary arrangements are in place and the objective of the activity is met.

When training and workshops are organised UNOPS always delegates one member of the project staff to be present where the activity is taking place to look after all administrative and logistical needs. UNAMI/IEAT delegates relevant staff members to participate to the trainings as technical advisors and to provide feedback on the activity.

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<sup>6</sup> Based on IEAT harmonized modalities (e.g. full-board with reduced DSA as standard for all participants).

- Provide details on the procurement procedures utilized and explain variances in standard procedures.

Standard UNOPS procurement procedures have been applied for any purchase under this project. The procurement regulatory framework for UNOPS is set forth in the UNOPS Financial Regulations and Rules (FRR).

- Provide details on the monitoring system(s) that are being used and how you identify and incorporate lessons learned into the ongoing project.

a) *Internal Project M&E*

1. UNAMI/Electoral Assistance Team staff will provide M&E support to the project to track realisation of project outcomes and outputs: Every capacity building activity will be monitored by UNAMI/EAT and results will be evaluated and respective reports and recommendations will be submitted to the project management, UNAMI/EAT and the IHEC.
2. UNOPS project staff will inspect and ensure that implementing partners' contractual obligations are implemented on time and stipulated services are delivered to designated beneficiaries;
3. UNAMI/EAT and UNOPS will remain in permanent contact with IHEC counterparts to actively seek their input and feedback. Furthermore, training participants will be asked to provide feedback on the activity and suggestions on next steps. The IHEC Board of Commissioners and the IHEC Capacity Building division will be informed of outcomes and will be part of the decision making for future activities to ensure actual needs are prioritised and addressed.
4. UNOPS will compile 3-monthly fiches and a yearly narrative and financial report for UNDG-ITF;
5. Relying on the UN's broad experience of electoral support for Iraq and globally, technical monitoring, quality control and impact assessment will be carried out by the technical supervisor (UNAMI/IEAT) and during and after every implemented activity. Also general impact assessment will be conducted periodically and with focus on specific IHEC divisions and units. A comprehensive impact assessment will be carried out by the IEAT in early 2009 and again in early 2010.

b) *External Independent Review*

Provision for an independent review has been made in the budget. This will be undertaken towards the end of the project period.

The project will also be subject to UNOPS' standard reviews and audits, coordinated through UNOPS HQ.

Lessons learned from "Capacity Building Phase I" that have contributed to the Project's design include:

- Regular review of previous findings of capacity assessment and requirements and revision where necessary, in particular prior to translation into concrete training TORs.
- The UNAMI/UNOPS training plan is to be based on training plan of IHEC Capacity Building unit to ensure strategic fit with IHEC priorities and sustainability. Updates of the IHEC Capacity Building training plan to prompt revision of the UNAMI/UNOPS training plan.

- Specific Training TORs (incl. time-frame, location, number of participants, etc.) are to be endorsed by IHEC prior to implementation in order to ensure feasibility and IHEC commitment (incl. timely nomination and availability of participants). Endorsement (format, etc.) to follow IEAT SOPs developed and agreed upon with IHEC Board of Commissioners (in 2007) and applicable for activities of all IEAT members.
- The implementation of training activities has to follow agreed standards (incl. harmonized travel and full-board accommodation arrangements, insurance, reduced DSA, visa facilitation, etc.).
- The preparation of training materials has to meet standard deadlines for translation and printing.
- Default training location to be in Iraq (Baghdad, Erbil and other UN-DSS-cleared locations). Other locations to be used only where justified and endorsed by IHEC.
- Preference is to be given to qualified Iraqi contractors/training providers, e.g. through tender advertisement in local media.
- Presence of UNOPS personnel at training location is mandatory to facilitate logistics prior, during and after actual event and for monitoring and evaluation purposes.
- Every training activity is to be evaluated through standard 'training outcome' document (prepared by UNAMI and/or UNOPS).

Strictly followed, all the named procedures and implementing methods will ensure effectiveness and efficiency of the activities hence maximising the impact of the trainings and consequently the use of resources.

In order to promote coordination and regular update, UNAMI and UNOPS will actively contribute to and participate in weekly IEAT meetings where results are shared, lessons learned are addressed, activities coordinated, and partners updated on developments. UNAMI and UNOPS will include planning and results of project activities in their updates to the weekly IEAT Bulletin which is also shared with the funding source, donor organizations, the SOT 'Governance' and other stakeholders.

- Report on any assessments, evaluations or studies undertaken.

N/a

#### IV. Results

- Provide a summary of Programme progress in relation to planned outcomes and outputs; explain any variance in achieved versus planned outputs during the reporting period.

#### Output 1

- ✓ **Deployment of Graphic Design Advisor:** UNOPS was requested to deploy a Graphic Design Specialist in support to the IHEC Graphic Design Team during the operational activity of ballot printing. The Ballot printing for the Governorate Councils Elections was completed in January 2009. The UNAMI graphic design team received daily guidance and assistance from the Specialist throughout the ballot printing in Dubai. Four Graphic Designers from IHEC Graphic Design Team (3 male and 1 female) took part in the Ballot printing in Dubai.
- ✓ **Voter Registration Lessons Learned Voter Registration Update:** LL for the VRU for senior IHEC staff was held from the 7th to the 13th of March 2009 with 8 participants (6 male and 2



female) from IHEC, including three Commissioners. The LL addressed challenges in the voter registration process.

- ✓ **Lessons Learned and Future Planning Conference:** LL for the VRU (Aug 2008) and the Governorate Council Elections (January 2009) was held in Istanbul. Amongst the participants were 24 IHEC officials (including eight out of the nine commissioners) (22 male and 2 female) in addition to participants and facilitators from the UN. The Conference took place from the 17<sup>th</sup> to the 21<sup>st</sup> of April. As intended, the conference provided a constructive space for frank discussions on the achievements and shortcoming of IHEC and IEAT activities during the past year and a half. While great improvements have been made since 2005 and the success of the January 2009 Governorate Elections was a significant accomplishment, the number of issues identified for enhancement by the IHEC participants show that major challenges lie ahead in order to successfully follow through with the upcoming electoral events in 2009. The recommendations developed will serve as a helpful starting point to structure the approach to this task.
- ✓ **Security Lessons Learned:** Security LL from the Iraq Electoral Events of 2008/2009 was held in New Delhi for the Iraq High Security Committee for Elections from the 8<sup>th</sup> to the 12<sup>th</sup> of June. 17 Senior Members of the Iraq High Security Committee (12) and IHEC (5 (4 male and 1 female)) participated in the conference. The purpose of the workshop was for the major security actors involved in the planning and administration of the Iraq 2009 Governorate Council Elections: the IHEC, the National Security Council, National Operation Center, Prime Minister's Office, Iraq Security Forces, Ministry of Interior, Ministry of Defense, the Multi-National Forces, to review the planning and implementation of the national security plan in support of the recent elections in Iraq with its strengths, challenges and deficiencies and identify recommendations for future electoral events.
- ✓ **Deployment of Procedures Advisor:** As a part of the UNAMI EAT support to the KRG Elections UNOPS was requested by UNAMI to recruit and deploy an Advisor to provide assistance and advice to the IHEC and IEAT on the development of procedures and related training programmes for the electoral processes for the KRG elections. The advisor worked on a day to day basis with IHEC Training and Procedures with the development on all procedures and related training programmes for the KRG elections. The up to 15 staff in the Training and Procedures Unit benefitted directly of the daily presence of the advisor.
- ✓ **IHEC Training of Trainers (ToT):** As a preparation for the Iraq Parliamentary Elections in 2010, the Voter Registry Update (VRU) took place in August 2009 in all governorates of Iraq. The IHEC planned a ToT in order to qualify the Voter Registration Centres' (VRC) Managers and their Deputies to convey the procedures for the upcoming electoral events to their staff in the voter registration centres and polling centres. The training was important as procedures have changed since the Provincial Elections in January 2009 and it was envisaged that professional teaching and communication skills will enable the VRC Managers and their Deputies to competently ensure that the new procedures are known and implemented correctly by all staff. The training took place before the VRU in August 2009. The training sessions covered modern training techniques in addition to other skills necessary for implementation of cascade training before the CoR elections. UNOPS was asked to provide funding for these trainings under the present project. The Objective of the Training was to qualify VRC's Managers and Deputies to be trainers ready to communicate new procedures to the staff working in the VRCs and later in the polling centres, to update the GEO's training unit staff

on modern training techniques, to cover other training skills such as; Time Management, Teamwork and Active Communication, to create a joint ToT culture for all GEO's training unit's staff according to cascade training and to increase the capacity of the training base in IHEC, creating a local net of trainers which will be ready for training prior to any electoral event. IHEC submitted final reports on the training and the reports were reviewed by UNAMI. A total of 1136 IHEC staff were trained (1111 male and 25 female)

- ✓ **Creation of an Image Bank for IHEC Public Outreach Department (POD):** The image bank is a set of customised studio photos to be used by IHEC POD and Graphic Design for printed materials and campaigns. The output of the production was more than 1,000 high resolution pictures, already used in various designs for the VRU media campaign and to be used in the coming campaigns for the January 2010 elections. The participation of one of the IHEC POD staff in directing the shooting sessions was by the UNAMI Graphics Design Advisor considered successful and the assessment is that this event has built capacity within IHEC to conduct similar exercises in the future.
- ✓ **Graphic Design Workshop:** The Graphic Design department of IHEC Baghdad is working on printed and animated material for TV and the web. UNOPS was asked to organise three training courses for the seven (6 male and 1 female) of the IHEC Graphic Designers, the courses were held in Amman. The technical side of the training was supervised by UNAMI Graphic Design Advisor. The team was split in to three groups in order to avoid taking the whole team away from the IHEC at the same time. This also allowed each group to concentrate on improving skills particularly needed for their individual work.
- ✓ **Software Development for the VRU:** UNOPS contracted HiVision Technology to assist the IHEC with voter registration software development. The HiVision consultants worked on the software development and at the same time provided training and capacity building for the IHEC Data Entry Centre Staff. HiVision together with IHEC tested and successfully implemented the main software modules of the VRU application software. A total of 10 IHEC database and voter registration staff were trained as well as more than 700 data entry centre staff. In order to support this activity UNOPS was also requested to procure more modern servers which would be capable of supporting the new software.
- ✓ **Deployment of Graphic Design Advisor:** UNOPS was requested to recruit a Graphic Design Advisor to assist the IHEC Graphic Design Team in designing the ballot and polling material for the CoR elections in March 2010. The Graphic Design Advisor is planned to follow the whole process through until the ballots will be printed in Dubai. The Graphic Design Advisor worked on a day to day basis with the IHEC Graphic Design team consisting of up to 10 staff members (of which 7 male and 3 female). It is planned that the advisor will also follow the Graphic Design team to the location where the ballot will be printed.
- ✓ **Deployment of Security Advisor:** UNOPS was requested to recruit a Security Advisor to work with the UNAMI Electoral Assistance Team and the IHEC. The Advisor acts as liaison between Iraqi counterparts and ensures electoral security matters are included in any dialogue on electoral activities. He attends high level meetings with Iraqi government officials and on a daily basis provides capacity building for the IHEC staff working with security related matters. He works on a day to day basis with the IHEC Building Security Manager and the IHEC Field Security Coordinator.

- ✓ **IHEC Training of Trainers:** The ToT conducted in July and August by the IHEC for the Voter Registration Centre/Polling Centre Managers and their Deputies as per above did not cover the KRG region as officials were busy organising the KRG elections. IHEC therefore proposed to conduct a similar training in the KRG region in the early 2010. The trainings were implemented late December 2009. The objective of the training is to enable the Managers and their Deputies to efficiently communicate information and to conduct the practical training of their staff in the polling stations. The training is important as procedures have changed since the Provincial Elections in January 2009 and it is envisaged that professional teaching and communication skills will enable the Managers and their Deputies to competently ensure that the new procedures are known and implemented correctly by all staff. The training sessions will cover modern training techniques in addition to other skills necessary for implementation of cascade training before the CoR elections. The training will also increase the capacity of the training base in IHEC, creating a local net of trainers which will be ready for training prior to any electoral event. In total 209 IHEC staff were trained (189 male and 20 female).

## Output 2

- ✓ There was no activity under Output 2 as UNOPS have yet to be advised by UNAMI EAT/ UNAMI SSI on steps to proceed with, appropriate TORs and/ or selection of service providers.

## Output 3

- ✓ There was no activity under Output 3 as the activities were finalised in 1st quarter of 2009
- Report on the key outputs achieved in the reporting period including # and nature of the activities (inputs), % of completion and beneficiaries.

<b>Quantitative achievements against objectives and results</b>		
<b>Output 1 Improved capacity of up to 850 IHEC employees through the delivery of training courses the priority areas</b>		
1.1 Defining 34 Capacity Building activities outlines	27	<b>% of planned</b>
1.2 Select qualified training providers	27	<b>% of planned</b>
1.3 Deliver trainings to IHEC staff	27	<b>% of planned</b>
1.4 Monitor training and outcomes	27	<b>% of planned</b>
<b>Output 2</b>		
<b>Private Security support for UN Electoral Assistance Team and UNAMI-SSU/DSS is available</b>		
2.1 Draft TORs agreed upon by all parties	0	<b>% of planned</b>
2.2 Select and contract qualified provider	0	<b>% of planned</b>
2.3 Monitor security service provided for supporting UN Electoral Assistance Team	0	<b>% of planned</b>
<b>Output 3</b>		
<b>Mobilization of 3,750 electoral observers on E-day for the provincial elections in 14 governorates of Iraq in 2009</b>	100	<b>% of planned</b>

3.1 Develop work plan and modalities	100	<b>% of planned</b>
3.2 Enter into contract with partner NGO ACHRS (pre-selected by UNAMI based on capacity, past experience and procurement rules)	100	<b>% of planned</b>
3.3 Monitor service provision and administer contract (payments, etc.)	100	<b>% of planned</b>
3.4 Evaluate and report	100	<b>% of planned</b>

- Explain, if relevant, delays in programme implementation, the nature of the constraints, actions taken to mitigate future delays and lessons learned in the process.

n/a

- List the key partnerships and collaborations, and explain how such relationships impact on the achievement of results.

The IHEC will be the direct national counterpart to the project as it has been for Phase 1. The working relationship with the IHEC in Phase 1 has been very close and cooperative and discussions leading to the IHEC's request/endorsement of the extension of CB support services through UNAMI/UNOPS have included very positive feedback.

The Project's work plan is based on the IHEC's own Capacity Building work plan and IHEC will be actively involved in the project's delivery as well. In fact, any capacity building activity will be individually approved by the IHEC Board of Commissioners and delivery methods and procedures agreed upon. Also, the staff will not just participate to the trainings, but will be involved in the organisation of the activities, in the selection of the training tools and in the delivery itself.

The IHEC is providing the project with office space, equipment and assistance. Also, thanks to the capacity built so far, the project can now avail of some services such as translation and interpretation directly rendered by IHEC staff.

- Other highlights and cross-cutting issues pertinent to the results being reported on.

As the project has been initiated in November and no major activities yet have taken place below is a summary of the expected achievements against planned results for cross cutting issues.

#### Security

The capacity building of the IHEC has as ultimate goal that of creating a transparent electoral framework, factor which plays a relevant role in the country stability and security.

#### Gender

In the Iraqi context women are the most vulnerable and less represented gender group. Especially when it comes to political participation they have rarely played an active role in elections or in the political reform process.

By working on the capacity of the IHEC and enhancing its accountability, it is envisaged that future electoral events will be more transparent and therefore conducive to substantial participation of all of society.

#### Human Rights

Although this project does not directly have vulnerable or marginalised groups as its beneficiaries, it will entail benefits for these sections of society. Through the provision of capacity building support, the IHEC will be able to improve its implementation of electoral processes in Iraq and so encourage and facilitate all Iraqi voters, including disadvantaged groups, to fully exercise their political rights, which are integral part of human rights.

#### Employment

By improving technical capacities of the IHEC' staff, the project is creating future employment opportunities for the trained personnel. Acquired skills will in fact add to the curricula of the employees.

#### Environment

Not applicable

#### **V. Future Work Plan (if applicable)**

- Summarize the projected activities and expenditures for the following reporting period (1 January-31 December 2010), using the lessons learned during the previous reporting period.
- Indicate any major adjustments in strategies, targets or key outcomes and outputs planned.

As IHEC is moving towards an Operational Phase with the preparations of the CoR Elections it is envisaged that there may be a change in focus from capacity building training activities to more direct capacity building as operational support. This support will follow the same SOPs required and therefore will be provided upon request from IHEC through UNAMI. UNOPS is planning to keep staff presence at the IHEC during this operational period in order to provide immediate assistance as required

#### **VI. Performance Indicators (optional)<sup>7</sup>**

- Fill the table in this section to report on the indicators set at the output level as per the approved results framework in the programme document.

Please see table below.

#### **VII. Abbreviations and Acronyms**

- List the main abbreviations and acronyms that are used in the report.

UNEAD	United Nations Electoral Assistance Division
IEAT	International Electoral Assistance Team
IHEC	Independent High Electoral Commission
GEO	Governorate Electoral Office
BoC	Board of Commissioners

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<sup>7</sup> E.g. for the UNDG Iraq Trust Fund and the MDG-F.



**I. Performance Indicators assessment**

	<b>Performance Indicators</b>	<b>Indicator Baselines</b>	<b>Planned Indicator Targets</b>	<b>Achieved Indicator Targets</b>	<b>Means of Verification</b>	<b>Comments (if any)</b>
<b>IP Outcome: Improve IHEC staff skills at HQ and Governorate Electoral offices through provision of capacity building training</b>						
<b>IP Output 1</b> Improved capacity of up to 850 IHEC employees through the delivery of training courses in priority areas:  a) IT & Database b) Capacity Building c) Security d) Public Outreach e) Logistics f) Graphic Design g) Operations	<b>Indicator 1.1</b> No. Capacity Building activities implemented	IHEC Cap. Building Strategy and Workplan 2008; UNEAD IHEC Needs Assessment 2006 (updated by UNAMI in 2007/2008); IFES IHEC Needs Assessment June 2008	34 Capacity Building activities implemented	<b>14</b>	Activity reports from UNAMI EAT and UNOPS	
	<b>Indicator 1.2</b> No. of IHEC staff participating in CB activities;		1,054 IHEC participating in CB activities have improved skills of as per impact assessment of: - UNAMI/IEAT - IHEC - External independent review	<b>1,413</b>	Activity reports from UNAMI EAT and UNOPS	
	<b>Indicator 1.3</b> No. of IHEC priority areas covered by trainings		7 Priority Areas	<b>7</b>	Activity reports from UNAMI EAT and UNOPS	

	<b>Performance Indicators</b>	<b>Indicator Baselines</b>	<b>Planned Indicator Targets</b>	<b>Achieved Indicator Targets</b>	<b>Means of Verification</b>	<b>Comments (if any)</b>
<b>IP Output 2</b> PSD support for UN Electoral Assistance Team and UNAMI-SSI/DSS provided.	<b>Indicator 2.1</b> Service provider contracted;	UNAMI Needs Assessment; Number of IHEC HQ missions supported in 2007 and 1st half 2008 (UNAMI-EAT/SSU)	Safe presence of UN Electoral Assistance Team at IHEC HQ and at field locations where necessary; Basis for planning and monitoring of trainings at IHEC HQ	No		
	<b>Indicator 2.2</b> Services performed			No		
	<b>Indicator 2.3</b> Feedback from UNAMI-SSU/UN-DSS on quality of services;			No		
	<b>Indicator 2.4</b> Number of missions supported (to IHEC HQ and to other locations)			No		
<b>IP Output 3</b> Mobilization of 3,750 electoral observers on E-day for the provincial elections in 14 governorates of Iraq in 2009	<b>Indicator 3.1</b> Number of observers mobilised for Governorates Elections in Iraq	0	3,750 observers	3,750 Observers	Reports from ACHRS	