



**FINAL NARRATIVE REPORT  
IRFFI/UNDG IRAQ TRUST FUND (UNDG ITF)**

<b>Participating UN Organization(s)</b>	<b>Sector(s)/Area(s)/Theme(s)</b>
UNDPA-EAD/ UNDP	Electoral Assistance

<b>Programme/Project Title</b>	<b>Programme/Project Number</b>
Support to Elections (Phase II)	G11-02 00037903

<b>Programme/Project Budget</b>	<b>Programme/Project Location</b>
<b>UNDG ITF:</b> USD 11,245,944,00 <b>Govt. Contribution:</b> USD <b>Agency Core:</b> <b>Other:</b> UNDP BCPR-ITF USD 2,530,015 <b>TOTAL:</b> USD 13,775,959,00	<b>Region (s):</b> Iraq <b>Governorate(s):</b> All 18 Iraqi governorates  <b>District(s)</b>

<b>Final Programme/ Project Evaluation</b>
<b>Evaluation Done:</b> No <b>Evaluation Report Attached</b> Yes <input type="checkbox"/> No

<b>Programme/Project Timeline/Duration</b>
<b>Overall Duration:</b> 27 Months <b>Original Duration:</b> 5 Months  September 13 <sup>th</sup> 2004-28 <sup>th</sup> February 2005 <b>Programme/ Project Extensions</b> Project was officially extended till 31 <sup>st</sup> December 2006

**Report Formatting Instructions:**

- Number all sections and paragraphs as indicated below.
- Format the entire document using the following font: 12point \_ Times New Roman & do not use colours.

## **FINAL NARRATIVE REPORT**

### **I. PURPOSE**

- a. Provide a brief introduction to the programme/ project (*one paragraph*)

This project aimed at providing in a timely fashion the Independent Electoral Commission for Iraq (IECI) with indispensable human resources, training capacity, services, logistics and equipment required to conduct free and fair elections by January 2005.

- b. List programme/project outcomes and associated outputs as per the approved Project Document.

The objective was to contribute to the second phase of the electoral process in Iraq, through a range of procurement actions, the immediate recruitment of EAD selected experts and the provision of training to senior and middle ranking personnel of the Electoral Administration.

#### Outcomes:

- National and regional electoral offices established and functioning;
- Technical advisory services provided to the IECI;
- IECI senior and middle management employees trained in electoral management.

#### Outputs and Key Activities:

- Central and regional offices of the electoral administration equipped and functional.
- Strengthened UN electoral assistance team in Baghdad and Amman.
- All Electoral Administration participants trained on the management of electoral process and exposed to relevant international experiences.

- c. List the UN Assistance Strategy Outcomes, MDGs, Iraq NDS Priorities, ICI benchmarks relevant to the programme/ project

Within the framework of UN Security Council resolution 1546 (2004) adopted on 8 June 2004, the Security Council endorsed the proposed timetable for Iraq's political transition to democratic government, including the holding of direct democratic elections by 31 January 2005.

Previously, Coalition Provisional Authority Order number 92 had established the Independent Electoral Commission of Iraq (IECI) as an autonomous, non-partisan, neutral and professional government office and empowered it to organize, oversee, conduct and implement all the elections set out in the Transitional Administrative Law (elections to the National Assembly, elections to Local Councils and elections to the Kurdistan National Assembly).

The greatest difficulty facing the IECI was the extremely tight timeframe from its establishment to the holding of the first elections. The task was doubled because there was a need to both build the electoral administration, and to meet the daunting logistical exercise required for the voter registration and the polling.

The UN Electoral Assistance Division (EAD) was at the core of the UN's arrangements for electoral assistance. Following a request from the Iraqi Governing Council and the Coalition Provisional Authority, the Secretary-General sent EAD fact-finding missions to Iraq in February

and April 2004. The Secretary-General subsequently agreed to facilitate the electoral process in Iraq through the provision of UN support.

The UN electoral team's responsibility was two fold. Firstly, it actively supported the Independent Electoral Commission of Iraq in establishing and consolidating the electoral institutions at the national and field level, and planning, preparing and organising the elections. The UN electoral team was also responsible for coordinating international electoral support through the Cluster G (formerly Cluster 11) for Elections.

UNDP played an essential role, at the specific request of EAD, in supporting the rapid execution of emergency activities in support of the electoral process in Iraq. In so doing, UNDP demonstrated several institutional advantages in flexibly and rapidly executing projects, especially in the areas of procurement, recruitment and capacity building.

“Support to Elections-Phase II” project was a response to a specific request to UNDP from UNEAD to implement emergency activities in support of the electoral process in Iraq.

d. List primary implementing partners and stakeholders including key beneficiaries.

UNDP was responsible for the implementation of this project. As EAD and Cluster 11 were at the core of the UN's country arrangements on electoral assistance, they were UNDP's major partners in this project. The IECI was the main national counterpart institution for the project.

## **II. ASSESSMENT OF PROGRAMME/ PROJECT RESULTS**

a. Report on the key outputs achieved and explain any variance in achieved versus planned results. Who have been the primary beneficiaries and how they were engaged in the programme/ project implementation?

The outputs implemented during this project contributed enormously to the overall goal of assisting the IECI with the January 2005 elections. The establishment of 18 electoral offices in all of Iraq's Governorates were a key part of the electoral process. Similarly the training of 20 electoral officers in management and provision of on-hand expert advice strengthened the IECI's ability to plan for and manage the electoral process.

The main achievements were:

1. Establishment of 18 electoral offices in all Governorates, including the provision of 92 tonnes of IT equipment; USD 808,000 of office furniture, and USD 700,000 of stationary and office equipment.
2. Induction training of 20 IECI employees from Governorate and central offices which ran for 4 days and covered principles and tasks of electoral administration electoral framework for Iraq's elections; IECI's outreach strategy, registration operations plan.
3. Contracting of international experts in media, database management, electoral management, financial management and human rights who were posted in Baghdad to provide immediate technical advice to the Commission as it prepared for the elections.

b. Report on how achieved outputs have contributed to the achievement of the outcomes and explain any variance in actual versus planned contributions to the outcomes. Highlight any institutional and/ or behavioural changes amongst beneficiaries at the outcome level.

The objective of this project was to prepare the IECI for the elections staged on 31<sup>st</sup> January 2005. As such, all activities were implemented and completed. A proportion of funding was maintained throughout 2005 and 2006 to cover outstanding project costs and for unforeseen contingencies.

- c. Explain the overall contribution of the programme/ project/ to the ICI, NDS, MDGs and Iraq UN Assistance Strategy.

Please review item 1.C above.

- d. Explain the contribution of key partnerships including national, international, inter-UN agency, CSO or others towards achievement of programme/ project results.

UNDP managed the project and administered funding according to the allocated budget; also UNDP was responsible of the financial reporting, mobilization of all necessary inputs, providing the necessary logistical support and ensuring the reporting requirements to the donors were fulfilled.

The EAD as a cooperating partner was responsible for having adequate liaison including protocol requirements, between UNDP and the Independent Electoral Commission of Iraq (IECI), the Electoral Administration, Cluster 11 and UNAMI. National experienced personnel and advisors were recruited to support in this project.

EAD was also responsible for the availability of a team of UNSECOORD officers and conducting appropriate security training for the duration of the mission. In addition to that, EAD was responsible for all substantive reporting regarding the training component of the project and progress in the establishment of the electoral offices within Iraq, coordinating logistics prior and during the mission, providing specifications of the equipment, and maintaining inventory of all the equipment.

- e. Highlight the contribution of the programme/ project on cross-cutting issues:

- Were the needs of particularly vulnerable or marginalised groups addressed?
- How did men and women benefit from the programme/project? How were gender inequalities handled?
- Were environmental concerns addressed including environmental impact/risk assessment where relevant?
- Were there any specific issues in relation to the security situation?
- Did the project contribute to employment generation (gender disaggregated)?

The majority of funding under this project was for operational activities; establishing and supplying offices which did not involve cross cutting development issues.

- e. Provide an assessment of the programme/ project based on performance indicators as per approved project document using the template in Section IV.

Please review Section IV below

### **III. EVALUATION & LESSONS LEARNED**

- a. Report on any assessments, evaluations or studies undertaken relating to the programme/ project and how they were used during implementation. Has there been a final project

evaluation and what are the key findings? Provide reasons if no evaluation of the programme/ project have been done yet?

No final evaluation has been done to assess the project.

b. Indicate key constraints including delays (if any) during programme/ project implementation.

- **Timeframe:** The short timeframe between establishing the IECI and the electoral process stymied planning and preparation of the staff and offices for the country's first elections. From the moment the IECI Commissioners were recruited to the election, there was no room for slippage. Any delay would have meant the deadline would not be met, and thus lead to politically undesirable decisions. At the same time there was very little time available to the Commissioners to establish the IECI and prepare for elections. This limited timeframe led to limited capacity building for IECI staff members, which was illustrated by the requests for further assistance.
- **Governorate Offices:** The Governorate Offices were equipped, however, communications between these branches and Head Office was poor. It was recommended that the future electoral commission should be further decentralized and that communications between offices should be improved. Furthermore, Governorate offices should have been enabled to play a stronger role in registration and public awareness.

c. Report key lessons learned that would facilitate future programme design and implementation.

In terms of international experts, the IECI recognized the invaluable contribution of the international experts to staging three elections in one year, but also criticised their lack of capacity building efforts. For the future, the IECI have requested stronger involvement in the selection and management of the experts, and that greater emphasis be given to experts' ability to build capacity.

Further, this project was the second phase of UNDP's support to the Iraqi Electoral process. Phase 3 was completed in March 2006; whereas Phase 4 was planned to continue in 2007.

#### IV. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
<p><b>IP Outcome 1</b>                      The objective was to contribute to the 2<sup>nd</sup> phase of the electoral process in Iraq, by strengthening of the IECI through provision of logistics, capacity building and programme support for sustainable and improved democratic participatory governance.</p>							
<p><b>IP Output 1.1</b>                       Timely conduct of electoral process through training of the senior electoral staff to be followed by a number training programs targeting trainers for the electoral offices</p>	Indicator 1.1.1  Recruit, appoint, train and equip National Electoral Office staff		Immediate establishment of 18 offices in the governorates and furnish, equip them with necessary IT equipment.	Establishment of 18 electoral offices in all Governorates, including the provision of 92 tonnes of IT equipment; USD 808,000 of office furniture, and USD 700,000 of stationary and office equipment.			
	Indicator 1.1.2  Recruit, appoint, train, and equip Governorate Electoral Office staff			Induction training of 20 IECI employees from Governorate and central offices which ran for 4 days and covered principles and tasks of electoral administration			

				electoral framework for Iraq's elections; IECI's outreach strategy, registration operations plan.			
<b>IP Output 1.2</b>  Timely recruitment of electoral experts	Indicator 1.2.1  Recruit, appoint, train and equip Electoral Office staff			Contracting of international experts in media, database management, electoral management, financial management and human rights who were posted in Baghdad to provide immediate technical advice to the Commission as it prepared for the elections.			
	Indicator 1.2.2						

<b>IP Output 1.3</b>  Appropriate management and maintenance of procedures	Indicator 1.3.1			Procurement and recruitment was done within budget			
	Establishment of offices						
	Indicator 1.3.2						
	Procure equipment for all offices						