

**United Nations Development Group Iraq Trust Fund**

**Project #:56532**

**Date and Quarter Updated: January – March 2010**

**Participating UN Organisation: UNDP**

**Sector: Governance**

**Government of Iraq – Responsible Line Ministry: Independent High Electoral Commission of Iraq (IHEC)**

<b>Title</b>	Institutional Development – Organizational and HR Capacity Building for the IHEC				
<b>Geographic Location</b>	National office and all governorates offices in Iraq				
<b>Project Cost</b>	USD 3,735,426				
<b>Duration</b>	2 Years (Extended till end of June 2010)				
<b>Approval Date (SC)</b>		<b>Starting Date</b>	4 April 2007	<b>Completion Date</b>	30 June 2010
<b>Project Description</b>	The International Electoral Assistance Team, which includes UNDP and UNOPS, has been working closely with the Independent High Electoral Commission (IHEC) to identify capacity building needs and to develop specialised interventions to address these. Initiatives planned or undertaken include training programmes, public outreach initiatives, study tours and mentoring programmes tailored to the IHEC’s current operational and future institutional development needs at central and regional office levels. By providing this capacity building support, the UN will enable the Commission to prepare for upcoming electoral processes and facilitate the increased participation of the Iraqi electorate, thus enhancing the sustainable democratisation of the country.				

**Development Goal and Immediate Objectives**

(UNCT Iraq Goal 4) Promote good governance and democratic processes, assist to uphold the rule of law and establish a human rights culture.  
 (UNCT Outcome 4.3) Local and central institutions are accountable and have the capacity to make informed decisions and implement them in a transparent manner.  
 This project supports the institutional development of the IHEC so that it can operate independently, efficiently and transparently in line with professional standards and international best practice.

**Outputs, Key activities and Procurement**

<b>Outputs</b>	1.1 Improved level of IECI/IHEC management skills. 1.2 Enhanced awareness of electoral best practices. 1.3 Strengthened relationships with external stakeholders.
<b>Activities</b>	<u>Output</u> 1.1 Improved level of IHEC Board and Electoral Administration management skills. <u>Activities</u> 1.1.1 Develop management capacity of new Commissioners. <ul style="list-style-type: none"> <li>• Implement initial induction training package.</li> <li>• Conduct visits to electoral commissions in other jurisdictions to acquaint the Commission with different electoral systems and the functioning of an electoral commission.</li> <li>• Conduct a visit to a country with a developed electoral system in order to raise awareness of international standards in transparency and accountability.</li> </ul> 1.1.2 Increase strategic and operational planning skills. <ul style="list-style-type: none"> <li>• Contract planning expert to provide guidance and facilitate activities, which develop planning skills.</li> </ul>

	<ul style="list-style-type: none"> <li>• Organise and/or deliver training on strategic and operational planning.</li> </ul> <p>1.1.3 Increase management skills in the area of financial management, budgeting and oversight.</p> <ul style="list-style-type: none"> <li>• Contract an expert or consultancy firm to provide guidance on the development of appropriate financial systems and practices at HQ and governorate level.</li> <li>• Organise and deliver training on budgeting and oversight.</li> </ul> <p>1.1.4 Increase management skills in the area of Human Resource management and personnel policies.</p> <ul style="list-style-type: none"> <li>• Organize and deliver training on Human Resource best practices.</li> <li>• Facilitate provision of guidance and advice on Human Resource administrative systems and practices, by national or international representatives, as appropriate.</li> </ul> <p>1.1.5 Implement training package for members of middle and senior management at HQ and governorate level addressing a number of components, including leadership skills, time management, personnel management, organizational accountability, public relations, communication skills, etc.</p> <p><u>Output</u></p> <p>1.2 Enhanced awareness of electoral best practices.</p> <p><u>Activities</u></p> <p>1.2.1 Complete full accreditation of two semi-accredited Bridge facilitators.</p> <p>1.2.2 Enable accreditation of an additional 12 facilitators.</p> <p>1.2.3 Organise observation and/or participation of specific sectors of IHEC staff in international elections.</p> <p>1.2.4 Organise relevant activities, such as training and/or work placements, to increase knowledge of voter education methodologies and best practices.</p> <p><u>Output</u></p> <p>1.3 Strengthened relationships with external stakeholders.</p> <p><u>Activities</u></p> <p>1.3.1 Organise workshop(s) with regional electoral bodies.</p> <p>1.3.2 Facilitate links with other Iraqi government bodies, as appropriate.</p> <p>1.3.3 Organise workshop(s) for IHEC and external stakeholders (such as observers, civil society organisations, political parties, media and regional electoral bodies).</p> <p>1.3.4 Improve external relations practices by:</p> <ul style="list-style-type: none"> <li>• Contracting an external relations expert to provide guidance and facilitate activities on external relations.</li> <li>• Organising training as appropriate on communication and external/public relations for relevant staff.</li> </ul>
<b>Procurement (major items)</b>	300 PCs to the IHEC.

<b>Funds Committed</b>	USD 581,067	<b>% of approved</b>	15.5%
<b>Funds Disbursed</b>	USD 3,147,490	<b>% of approved</b>	84%
<b>Forecast final date</b>	30 June 2010	<b>Delay (months)</b>	

#### Quantitative achievements against objectives and results

Output 1.1: Improved level of IHEC management skills.	Due to IHEC engagement in preparations for and conduct of the March 2010 Council of Representatives election, activities related to project outputs were previously suspended. There	<b>% of planned</b>	40
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	are currently no remaining funds available to undertake additional activities.		
Output 1.2: Enhanced awareness of electoral best practices.	Due to IHEC engagement in preparations for and conduct of the March 2010 Council of Representatives election, activities related to project outputs were previously suspended, with the exception of provision of technical advice on specific election processes. There are currently no remaining funds available to undertake additional activities.	<b>% of planned</b>	60
Output 1.3: Strengthen relationship with external stakeholders	See media activities below.	<b>% of planned</b>	80%

### **Qualitative achievements against objectives and results**

The following activities were implemented:

Output 1.1: No activities, owing to operational requirements and no remaining funds to implement additional activities under this output.

Output 1.2:

1. Technical advice to the IHEC on development of election procedures, audit and complaint resolution processes.

Output 1.3:

- 1- Technical advice to the IHEC on its website content management system.
- 2- Support to dedicated server and hosting of IHEC website to be finalised end of May 2010.

Overall project objective:

Following the passage of the amendment to the Iraqi Election Law, all IHEC efforts were focused on preparations for and conduct of the Council of Representatives elections, which took place on 07 March 2010, as well as subsequent counting and tallying of results. There was no opportunity for specific capacity building initiatives outside this scope.

This project is near its closure and there is one more activity to be completed, for which funds are already committed. This activity is training on planning and implementing a media strategy, which is scheduled to take place in April-May 2010. Funds are in total 99% committed.

### **Main implementation constrains & challenges (2-3 sentences)**

During the reporting period, the IHEC was fully engaged in preparations for and conduct of the Council of Representatives Elections. There was no opportunity for specific capacity building initiatives outside those highlighted above.