

**United Nations Development Group Iraq Trust Fund  
Project #:56532**

**Date and Quarter Updated: July-September 2010 (Operationally Closed)**

**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>	4 April 2007	<b>Starting Date</b>	5 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 identified 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 electoral processes and facilitate the increased participation of the Iraqi electorate, thus enhancing the sustainable democratisation of the country.				

**Development Goal and Immediate Objectives**

<p>(UNCT Iraq Goal 4) Promote good governance and democratic processes, assist to uphold the rule of law and establish a human rights regime.</p> <p>(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.</p> <p>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.</p>
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**Outputs, Key activities and Procurement**

<b>Outputs</b>	<p>1.1 Improved level of IECI/IHEC management skills</p> <p>1.2 Enhanced awareness of electoral best practices</p> <p>1.3 Strengthened relationships with external stakeholders</p>
<b>Activities</b>	<p><u>Output</u></p> <p>1.1 Improved level of IHEC Board and Electoral Administration management skills</p> <p><u>Activities</u></p> <p>1.1.1 Develop management capacity of new Commissioners</p> <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> <p>1.1.2 Increase strategic and operational planning skills</p> <ul style="list-style-type: none"> <li>• Contract planning expert to provide guidance and facilitate activities which develop planning skills</li> <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, incl. 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</b>	No major items procured

<b>Funds Committed</b>	USD 89,313.79	<b>% of approved</b>	1.0%
<b>Funds Disbursed</b>	USD 3,666,314	<b>% of approved</b>	99.0%
<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	There are currently no remaining funds available to undertake additional activities.	<b>% of planned</b>	40
Output 1.2: Enhanced awareness of electoral best practices	There are currently no remaining funds available to undertake additional activities.	<b>% of planned</b>	60
Output 1.3: Strengthened relationships with external stakeholders	See media activities below.	<b>% of planned</b>	100%

#### Qualitative achievements against objectives and results

<p>Output 1.1: No activities, owing to operational requirements and there are no remaining funds for additional activities under this output.</p> <p>Output 1.2: Technical advice to the IHEC on development of capacity building plans for the next two years.</p> <p>Output 1.3: The completion of the Index on Censorship training on planning and implementing a media strategy represented completion of the one remaining activity under the project. This last disbursement remains for this activity. All project activities are complete and there are no further funds remaining for this project.</p>
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<b>Main implementation constraints &amp; challenges</b>
N/A during the reporting period.