

**United Nations Development Group Iraq Trust Fund**  
**Project #: G11-19**  
**Date and Quarter Updated: July - September, 3<sup>rd</sup> Quarter 2010**

**Participating UN Organisation: UNOPS**                      **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 Phase 2				
<b>Geographic Location</b>	Activities will mostly take place in Baghdad and Erbil, however participants will come from all Governorate Elections Offices.				
<b>Project Cost</b>	USD 5,042,669				
<b>Duration</b>	23 months				
<b>Approval Date (SC)</b>	28 Oct 2008	<b>Starting Date</b>	29 Oct 2008	<b>Completion Date</b>	Original end date 29 April 2010 extended until 30 September 2010
<b>Project Description</b>	<p>Building on the results and lessons learned from Phase 1 and following the same implementation approach, Phase 2 will work on the capacity building of various prioritised departments and units of the Independent High Electoral Commission of Iraq (IHEC) through the provision of 21 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. As in Phase 1, 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). Specific attention has been given to ensure that the UNAMI/UNOPS work plan complements the UNAMI/UNDP work plan and that overlaps are avoided already at the planning stage.</p> <p>The Project will also address the issue of security provision for UN staff working within the IHEC compound.</p> <p>In January 2009 the project was revised to include a third output. Due to developments in the context of the Iraqi provincial elections scheduled which took place on 31 Jan 2009, UNAMI, after consultations and in agreement with the Independent High Electoral Commission of Iraq (IHEC) requested UNOPS to urgently increase the number of domestic electoral observers to be trained by 1,500 and mobilized by 5,000. 3,750 of these observers were mobilised under this project.</p> <p>Default location for all activities will be Iraq. Iraqi contractors/service providers will be given preference to the degree possible under UNOPS procurement and contracting rules.</p>				

<b>Development Goal and Immediate Objectives</b>
To contribute to an enhanced implementation of electoral processes in Iraq in line with UNCT Outcome 1: <i>Strengthened Electoral Processes in Iraq</i> This project's immediate objective is: Strengthened Capacity of IHEC staff at HQ and Governorate Electoral offices

<b>Outputs, Key activities and Procurement</b>	
<b>Outputs</b>	<p><u>Output 1</u> Improved capacity of up to 850 IHEC employees through the delivery of training courses in priority areas:</p> <ol style="list-style-type: none"> <li>a) IT &amp; Database</li> <li>b) Capacity Building</li> <li>c) Security</li> <li>d) Public Outreach</li> <li>e) Logistics</li> <li>f) Graphic Design</li> <li>g) Operations (VRU)</li> </ol> <p><u>Output 2</u></p> <p>Private Security support for UN Electoral Assistance Team and UNAMI-SSU/DSS is available.</p> <p><u>Output 3</u></p> <p>Mobilization of 3,750 electoral observers on E-day for the provincial elections in 14 governorates of Iraq in 2009</p>
<b>Activities</b>	<ol style="list-style-type: none"> <li>1.1 Defining 21 activity outlines</li> <li>1.2 Select qualified training providers (when applicable)</li> <li>1.3 Organise activity</li> <li>1.4 Deliver activity to IHEC staff</li> <li>1.5 Monitor activity and outcomes</li> <li>2.1 Draft TORs agreed upon by all parties</li> <li>2.2 Select and contract qualified provider</li> <li>2.3 Monitor security service provided for supporting UN Electoral Assistance Team</li> <li>3.1 Develop work plan and modalities</li> <li>3.2 Enter into contract with partner NGO ACHRS (pre-selected by UNAMI based on capacity, past experience and procurement rules)</li> <li>3.3 Monitor service provision and administer contract (payments, etc.)</li> <li>3.4 Evaluate and report</li> </ol>
<b>Procurement (major items)</b>	None

<b>Funds Committed</b>	5,032,818.95 USD	<b>% of approved</b>	95.2 %
<b>Funds Disbursed</b>	4,799,801.55 USD	<b>% of approved</b>	99.8 %
<b>Forecast final date</b>	30 September 2010	<b>Delay (months)</b>	extended until 30 September

<b>Direct Beneficiaries</b>	<b>Number of Beneficiaries</b>	<b>% of planned (current status)</b>
Men	1,495	151 %
Women	100	
Children		
IDPs		
Others (Observers Mobilised)	3,750	100 %
Indirect beneficiaries	By contributing to a transparent democratic election process the support to the IHEC and the mobilisation of electoral observers benefits the population of Iraq. A democratic election process is envisaged to help maintain a stable security situation and will thus also affect the populations of the neighbouring countries.	
Employment generation (men/women)		

<b>Quantitative achievements against objectives and results</b>		
<b>Output 1 Improved capacity of up to 850 IHEC employees through the delivery of 21 activities in priority areas</b>	100	<b>% of planned</b>
1.1 Defining 21 activity outlines	114	<b>% of planned</b>
1.2 Select qualified training providers (where applicable)	114	<b>% of planned</b>
1.3 Organise activity	114	<b>% of planned</b>
1.4 Deliver activity to IHEC	114	<b>% of planned</b>
1.5 Evaluate and report on activity	100	<b>% of planned</b>
<b>Output 2 Private Security support for UN Electoral Assistance Team and UNAMI-SSU/DSS is available</b>	100	<b>% of planned</b>
2.1 Draft TORs agreed upon by all parties	100	<b>% of planned</b>
2.2 Select and contract qualified provider	100	<b>% of planned</b>
2.3 Monitor security service provided for supporting UN Electoral Assistance Team	100	<b>% of planned</b>
<b>Output 3 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>

## Qualitative achievements against objectives and results during this reporting period

### Output 1

#### *CoR Lessons Learned Activities*

- A lessons learned workshop for the IHEC to review the field operation for the Council of Representatives election 2010, and identify recommendations for future elections took place from 10 to 14 July in Beirut and addressed lessons learned in planning and implementing the election field operation. It was attended by 39 IHEC middle and senior managers of the Electoral Administration from each GEO and the National Office. It was also attended by relevant international advisors working with the IHEC in Baghdad. The workshop was structured around 15 thematic areas central to the field operation. Key recommendations were recorded for discussion with the Board.
- A lessons learned roundtable to review the institutional management, policy and decision making of the IHEC for the Council of Representatives election 2010, and identify recommendations for future elections took place from 27 July to 01 August in. This was attended by 25 IHEC Commissioners and relevant members of senior management.

Both lessons learned workshops were jointly implemented by UNDP, UNOPS, UNAMI and the IHEC, with cost sharing agreements with the IHEC. Several key areas were highlighted in both workshops, including the impact of the election law on operational processes, the need for greater coordination with Iraqi institutional partners and other external stakeholders, internal IHEC coordination mechanisms, and how to speed up delivery of results in future elections, including possible decentralization of some processes.

#### *Workshops*

- A working group on Standards for Capacity Building Delivery took place from 19 to 25 September in Jordan. 13 IHEC staff of the Capacity Building Department and senior management responsible for managing and implementing the IHEC's capacity building strategy attended the workshop. Representatives of UNAMI, UNDP, UNOPS and IFES also attended the workshop and a UNESCO representative attended one day of the workshop. The activity aimed to develop and agree on standards, rules and procedures for delivery of capacity building activities undertaken by the IHEC together with its international partners. During the workshop, procedures for delivery of capacity building activities and best practices were discussed and main points were agreed upon in order for IHEC to develop the procedures further in the coming weeks. The workshop covered different aspects of the work of the Capacity Building Department as for example project management as a tool to manage an activity, challenges in conducting activities, the entire process of planning an activity from decision of the activity to defining the content, developing workshop agendas as well as all administrative and logistical steps in the planning and implementation of activities. The workshop also discussed the differences in rules and SOPs between IHEC and its partners. This was followed by a session where details of the contents of the procedures were discussed and a list of points to be included in the IHEC procedures was agreed upon. All participants were fully engaged and worked constructively.
- A working group on voter registration took place from a 25 to 30 September in Jordan. This working group was attended by the IHEC voter registration committee and eight other key staff from the IHEC Operations Department working on voter registration. Two UNAMI advisors, two IFES advisors and

two UNDP technical consultants also attended the working group. The working group focused its discussion on voter registration for the Kurdistan Region governorate council elections and voter registration options in the longer term and produced a document with recommendations in these regards.

### *Planning and Coordination*

- As a follow up to issues raised at the lessons learned workshop attended by the Board of Commissioners, a two-day meeting was held on 08 to 09 August in Jordan between IHEC Commissioners and relevant senior staff and representatives of UNDP, UNOPS and UNAMI. This was to discuss the last electoral support projects to be submitted for funding to the ITF, and to define the coordination mechanisms between the IHEC and UN partners on development and implementation of projects. This was followed by an additional day with technical staff of the IHEC delegation, to agree priorities for activities in the next few months. The meeting was beneficial in setting the strategy for programming of the last ITF funds for electoral support and defining coordination mechanisms for future planning and implementation of projects.
- The IHEC-UN Projects Steering Committee has held several meetings to discuss the future programme for Institutional Development Support for the IHEC.

### **Output 2**

- There was no activity under Output 2 as the activities were finalised in the 2<sup>nd</sup> quarter of 2010.

### **Output 3**

- There was no activity under Output 3 as the activities were finalised in 1<sup>st</sup> quarter of 2009.

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

As a result of the IHEC's engagement in the process of recounting Baghdad votes until the second half of May; Lessons Learned activities as a follow-up on the CoR election had to be postponed and implemented in a small window of time before project closure. This presented practical and logistical challenges but was successfully achieved thanks to the flexibility and commitment of the project team, members of the IEAT and the IHEC staff itself.