

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

<p>Participating UN Organization(s) <i>(if joint programme, indicate the lead agency)</i> UNOPS (with UNAMI Electoral Assistance Team’s technical oversight)</p>	<p>Sector(s)/Area(s)/Theme(s) Governance</p>
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<p>Programme/Project Title Institutional Development – Organizational and HR Capacity Building for the IHEC Phase 2</p>	<p>Programme/Project Number G11-19 UNDG ITF Atlas number: 00066972</p>
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<p>Programme/Project Budget</p> <table style="width: 100%;"> <tr> <td>UNDG ITF:</td> <td>USD 5,042,669</td> </tr> <tr> <td>Govt. Contribution:</td> <td>USD 0</td> </tr> <tr> <td>Agency Core:</td> <td></td> </tr> <tr> <td>Other:</td> <td></td> </tr> <tr> <td>TOTAL:</td> <td>USD 5,042,669</td> </tr> </table>	UNDG ITF:	USD 5,042,669	Govt. Contribution:	USD 0	Agency Core:		Other:		TOTAL:	USD 5,042,669	<p>Programme/Project Location</p> <table style="width: 100%;"> <tr> <td>Region (s):</td> <td>All Iraq</td> </tr> <tr> <td>Governorate(s):</td> <td>18</td> </tr> <tr> <td>District(s)</td> <td>All governorates</td> </tr> </table>	Region (s):	All Iraq	Governorate(s):	18	District(s)	All governorates
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<p>Final Programme/ Project Evaluation</p> <p>Evaluation Done <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Evaluation Report Attached <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>	<p>Programme/Project Timeline/Duration</p> <p>Overall Duration 23 months, 26 October 2008 – 30 September 2010</p> <p>Original Duration 18 months, 15 August 2008 - 14 February 2010</p> <p>Programme/ Project Extensions</p> <ul style="list-style-type: none"> ▪ January 2009, first extension, change of scope ▪ January 2010, second extension, additional funding and budget revision ▪ April 2010, third extension, change end date to September 2010 and budget revision ▪ July, 2010, fourth extension, increase in project budget
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FINAL NARRATIVE REPORT

I. PURPOSE

The project was a UNOPS implemented phase 2 of the integrated programme “Institutional Development – Organizational and HR Capacity Building for the IHEC”, jointly implemented by UNAMI, UNDP and UNOPS.

Building on the results and lessons learned from Phase 1 and following the same implementation approach, Phase 2 worked on the capacity building of various prioritised departments and units of the Independent High Electoral Commission of Iraq (IHEC) through the provision of capacity building activities with participants from HQ as well as from GEOs. As in Phase 1, UNOPS focused on implementation only (e.g. logistics, accommodation, procurement/contracting, etc.) and the role for content provision remained with UNAMI’s Electoral Assistance Team (EAT) (e.g. TOR development, liaison with IHEC, technical monitoring and evaluation). Specific attention was given to ensure that the UNAMI/UNOPS work plan complements the UNAMI/UNDP work plan and that overlaps were avoided.

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

In January 2009 the project was revised to include a third output. Due to developments in the context of the Iraqi governorate council elections which took place on 31 Jan 2009, UNAMI, after consultations and in agreement with 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.

Programme/project outcomes and associated outputs as per the approved Project Document.

Outcome: Strengthened Capacity of IHEC staff at HQ and Governorate Electoral offices

Output 1: 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 and g) Operations (VRU)

Output 2: Private Security support for UN Electoral Assistance Team and UNAMI-SSU/DSS is available.

In January 2009 the project was revised to include a third output¹:

Output 3: Mobilisation of 3,750 electoral observers for the governorate council elections in 14 governorates of Iraq in 2009

¹ Due to developments within the Iraqi governorate council elections that occurred which on 31 Jan 2009, UNAMI, together with the IHEC requested UNOPS to urgently increase the number of domestic electoral observers to be trained by 1,500 and mobilized by 5,000.

National priority or goals (NDS 2007- 2010 and ICI)

NDS: Strengthen good governance and improve security

ICI: Section 3.1.2 'Implementation of political/legislative timetable'

Sector Team Outcome(s)

Governance SOT Outcome 1: Strengthened electoral processes in Iraq

Integrated Programme/Project Outcome(s)

Increased institutional capacity of the IHEC to independently carry out future electoral events

Primary implementing partners:

UNOPS was the executing agency, with technical over-sight from UNAMI Electoral Assistance Team (EAT)

Line ministry counterpart to the project:

- IHEC

Key Beneficiaries

- Primary beneficiaries were the IHEC as an institution and IHEC personnel working in different departments in HQ and GEOs who will participate in the capacity building activities implemented through this project.
- Amman Centre for Human Rights Studies (ACHRS)
- Indirectly, members of the national Iraqi NGOs who were trained as observers and who were mobilised under this project have become advocates for democratic processes and good governance in their own communities.
- All potential Iraqi voters would benefit from enhanced electoral processes in the future. Facilitating the participation of all Iraqi voters would also bring benefits to the whole Iraqi population as it would be a step on the road towards ensuring a feeling of 'inclusion' and ownership amongst Iraqi citizens in the determination of their country's future.

II. ASSESSMENT OF PROGRAMME/ PROJECT RESULTS

a. **The key outputs achieved variance in achieved versus planned results**

The following narrative describes the qualitative achievements as per each of the project's outputs. Additional details on the quantitative achievements of the project are also provided per output in the table on page eight.

Output 1: 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 and g) Operations (VRU)

- **Lessons Learned and Future Planning Conference:** This conference was held to review the Voter Registration Update (VRU) (August 2008) and the governorate council elections (January 2009). It was held in Istanbul from 17-21 April 2009. The participants included 24 IHEC officials (including eight out of the nine commissioners) in addition to participants and facilitators from the UN. As intended, the

conference provided a constructive space for frank discussions on the achievements and shortcoming of IHEC and UN activities during 2008/2009. While great improvements have been made since 2005 and the success of the January 2009 governorate council elections was a significant accomplishment, the number of issues identified for enhancement by the IHEC participants showed that major challenges lay ahead in order to successfully follow through with the upcoming electoral events. The recommendations developed served as a helpful starting point to structure the approach to this task.

- **Security Lessons Learned from the Iraq Electoral Events of 2008/2009:** This conference was held in New Delhi for the Iraq High Security Committee for Elections from 8-12 June 2009. Seventeen senior members of the Iraq High Security Committee for Elections (IHSCE) and IHEC participated in the conference. The purpose of the workshop was for the major security actors involved in the planning and implementation of the Iraq 2009 governorate council elections: the IHEC, the National Security Council, National Operation Centre, Prime Minister's Office, Iraq Security Forces, Ministry of Interior, Ministry of Defence, 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.
- **IHEC ToT:** As a preparation for the Iraq Council of Representatives (CoR) election in January 2010, the VRU was organised in August 2009 in all governorates of Iraq, with the exception of the KRG. The KRG VRU was organised and implemented in December 2009. 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 VRCs and polling stations. The training was implemented to ensure all GEO and VRC trainers had good grounding on training techniques before delivering cascade training on polling and counting procedures for the CoR election. UNOPS was asked to provide funding for these trainings under this project. The objective of the training was to qualify VRC Managers and Deputies to be trainers ready to communicate new procedures to the staff working in the VRCs and polling stations, to update the GEOs 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 GEOs 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. A total of 191 IHEC staff were trained during the first three levels of the ToT programme.
- **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 that were used in various designs for the VRU media campaign and in the campaigns for the March 2010 elections. The participation of one of the IHEC POD staff in directing the shooting sessions was considered successful by the UNAMI Graphic Design Advisor 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 unit of IHEC Baghdad worked on printed material and animated material for TV and the web. UNOPS was asked to organise three training courses for seven of the IHEC Graphic Designers with focus on animation and Adobe Creative Suit. The courses were held in Amman. The UNAMI Graphic Design Advisor, who concluded that the trainings were implemented successfully, supervised the technical side of the training. The team was split into 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 software development and at the same time provided training and capacity building for the IHEC Data Entry Centre Staff. HiVision tested and successfully implemented the main software modules of the VRU application software and together with the IHEC embarked on supporting the data entry process. 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 that 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 Unit in designing ballots and printing polling materials for the CoR election in March 2010. The Graphic Design Advisor was deployed in October 2009. He worked with the IHEC Graphic Design Unit on a daily basis, providing training and advice when necessary. He followed the whole process through until the ballots were 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 acted as liaison between Iraqi counterparts and ensured that electoral security matters were included in any dialogue on electoral activities. He attended high-level meetings with Iraqi government officials and on a daily basis provided capacity building for the IHEC staff working with security related matters.
- **Deployment of Public Outreach Advisor:** UNOPS was requested to recruit a Public Outreach Advisor who worked closely with the IHEC to assess the work of the Public Outreach Department and provide advice to ensure the proper development and implementation of programme and processes. The Advisor also supported the IHEC on the planning and implementation of important press events related to the CoR election.
- **Deployment of Consultant to the Data Entry Centre:** UNOPS was requested to recruit a consultant to assist in the design and implementation of designated electoral systems and activities, in close consultation with the UNAMI Chief Technical Advisor and the EAT, IHEC and other stakeholders in the electoral process. The consultant provided expert advice and assistance in the development of the ICT support systems utilized in the CoR election. The main support areas were systems development, Data Entry Centre (DEC) systems support and staff supervision, training development and continuous improvement.
- **Assessment of IHEC Data Entry Centre:** UNAMI/IHEC requested UNOPS to procure a company to audit the ICT software and hardware infrastructure of the IHEC DEC and to ensure that it was secure and able to effectively support the CoR election. A company was appointed to perform the assessment / review of the ICT software and hardware intended to tally votes. The company worked directly in the DEC in close corporation with both the IHEC and UNAMI team. Suggestions of changes were implemented as necessary.
- **Lessons learned workshop for the IHEC to review the field operation for the Council of Representatives Election 2010:** This was held from 10-14 July 2010 in Beirut and helped to identify recommendations for future elections as well as addressed lessons learned in planning and implementing the election field operation. It was attended by 39 middle and senior managers from IHEC GEOs and the National Office. Relevant international advisors working with the IHEC in Baghdad also attended the workshop. The event was structured around 15 thematic areas central to field operations, with key recommendations recorded for discussion with the Board.
- **Lessons learned roundtable to review the institutional management, policy and decision making of the IHEC for the Council of Representatives election 2010:** This roundtable was held from 27 July to 1 August, and allowed for the identification of recommendations for future elections. It was attended by 25 IHEC Commissioners and relevant members of senior management.
- Both lessons learned workshops were implemented jointly 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.
- **UN/IHEC Coordination Meeting:** As a follow up to issues raised at the lessons learned workshop attended by the Board of Commissioners, a two-day meeting was held 8-9 August 2010 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.

- A working group on **Standards for Capacity Building Delivery** took place from 19-25 September in Jordan. It was attended by 13 IHEC staff from the Capacity Building Department as well as senior management responsible for managing and implementing the IHEC's capacity building strategy. 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.
- **Working group on voter registration:** This meeting was held from 25-30 September 2010 in Jordan, and was attended by the IHEC voter registration committee and eight other 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 governorate council elections in the Kurdistan Region of Iraq and voter registration options in the longer term and produced a document with recommendations in these regards.
- **Other institutional development activities:** further to requests from UNAMI and the IHEC, UNOPS also procured equipment to support the Data Entry Centre, and IHEC operations.

Output 2: Private Security support for UN Electoral Assistance Team and UNAMI-SSU/DSS is available

- In late 2009 and in the evolving context of the CoR election scheduled for early 2010, UNAMI SSU (now UNAMI SSI) conducted an SRA on the IHEC HQ premises, specifically with regards to the movement of personnel and the physical offices of the UN Electoral Assistance Team during the most active phase of the electoral operation. The SRA concluded that the threat level during the period late January to the end of March 2010 would increase significantly and strongly recommended that the existing security services (provided by the IHEC through their competitively selected service provider) be increased and that additional security personnel were added to ensure the safety and security of UN staff working at the IHEC on a daily basis. Without such additional measures, the safety and security of UN staff working at the IHEC would be at a risk that could not be mitigated by the then existing measures implemented through UNAMI SSU.
- Initially, it was agreed that the existing contract between IHEC and their competitively selected foreign based-based and Iraq-registered company would be amended to include the additional capacity requirement. However, in January 2010, the Council of Ministers advised the IHEC that such an amendment to the budget would not be acceptable; thus requiring that either the additional security requirements be met by the UN itself or otherwise the risk of movements to and from the IHEC were no longer at a level acceptable to UN DSS. As the limited capacity of SSU could not be expanded beyond the existing support team, UNAMI SRSRG approached UNOPS to start using this project's component of providing private security services in support of the UN Electoral Support Team, similar to the arrangement originally foreseen for the period of the governorate council elections in January 2009 but

later made redundant through the IHEC's capability in 2009 to extend such services in support to the UN Team's safety and security.

- As a result, UNOPS contracted additional static security, which was deployed at the IHEC head quarters building in order to allow the continued support and daily presence of the UNAMI EAT at the IHEC.

Output 3: Mobilization of 3,750 electoral observers for the governorate council elections in 14 governorates of Iraq in 2009

- This project, G11-19 aimed to strengthen electoral system in Iraq through the provision of trainings in key operational areas of the IHEC. The ITF-funded and UNOPS-implemented sister project, G11-18 complemented this effort by training and mobilizing 40,000 observers for the governorate council elections of January 2009.
- Due to developments in the context of the governorate council elections, UNAMI, after consultations and in agreement with the IHEC, urgently requested UNOPS to increase the number of domestic electoral observers to be trained by an additional 1,500, as well as mobilize 5,000.
- 3,750 out of these additional 5,000 electoral observers were successfully mobilised under this project. UNOPS organized the mobilization of, in close coordination with its partner the Amman Centre for Human Rights Studies (ACHRS). This was achieved with funds from G11-19, as under the first project revision, approved in January 2009.

b. The achieved outputs and their contribution to the achievement of the outcomes

c.

Output 1: As shown in both the qualitative and quantitative results of this project, the successful implementation of activities and achievement of outputs contributed to the overall project outcome of strengthening the capacity of IHEC staff at HQ and GEO levels and in sequence this contributes to the sector outcome "strengthened electoral process in Iraq". Although the project originally planned for 21 capacity building activities, the project ultimately implemented 34 activities, further enhancing the skills of the IHEC staff, as well as ensuring appropriate reflection, assessment, and incorporation of lessons learned throughout implementation.

In July and August 2010, workshops on electoral lessons learned as well as on standards for capacity building were held. These meetings demonstrated a new level of engagement from the IHEC in the institutional development methodology employed by all UN agencies. It demonstrated a marked institutional change from similar meetings held three years earlier where the Commissioners were relatively new to their posts and the IHEC itself was a nascent institution.

Output 2: This output contributed to the overall programme and sector outcomes by allowing UN staff presence in the IHEC. Without the UN staff being in the IHEC the implementation of the activities under output 1 would not have been possible.

Output 3: In January 2009 the project was revised to include a third output. Due to developments in the context of the Iraqi governorate council elections which took place on 31 Jan 2009, UNAMI, after consultations and in agreement with 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. While contributing to the same sector outcome as envisioned in the project document, to a "Strengthened electoral process in Iraq", the training and mobilisation of observers contributed to the project outcomes and followed the procedures developed under the simultaneously implemented observers project funded by the UNDG ITF (G11-18). The outcomes for this project were "1. Strengthened capacity of electoral observer networks in Iraq and 2. Successful observation of provincial elections in Iraq in 2009".

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

International Compact with Iraq (ICI): Strengthening and building the capacities of the IHEC has helped to ensure that electoral timeframe set by the Government of Iraq was respected during 2009-2010, and will be for future electoral events. By deploying electoral advisors during the operational phase this project also contributed to electoral events being conducted in a transparent and efficient manner and in respect of Iraq's international obligations, including those stemming 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 has made a significant contribution towards the promotion of good governance and improving the overall political framework within the country.

Iraqi National Development Strategy (NDS): Under the National Development Strategy, democracy was recognised as a cornerstone of *good governance* as it provides an enabling environment for Iraq's diverse people to interact in a participatory and transparent manner. Supporting the development of the IHEC has contributed towards efficient and transparent electoral processes. This in turn is critical to ensuring accountability, adherence to international standards, and respect of democratic rights in Iraq.

Millennium Development Goals: This project is not immediately related to the achievement of the MDGs, although it has partially contributed to MDG 8 "*Develop a global partnership for development*" which includes a commitment to good governance. The ability to implement fair and transparent electoral processes is a key element in building a stable and transparent political system in Iraq. By strengthening the IHEC's capacities, this project has contributed towards the improved implementation of electoral processes. It is assumed that the proper function of electoral events in Iraq will encourage and enhance the participation of Iraqi voters, thus ensuring the full exercise of their democratic rights. These are all elements that contribute towards good governance and social development in Iraq.

The project also indirectly contributed towards MDG 3 "*Enhancing gender equity and strengthening women issues*" as it is envisaged that by strengthening 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.

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

The IHEC was the direct national counterpart to the project and UNOPS had a very close and cooperative relationship with the IHEC throughout activity implementation. Discussions on capacity building support services included very positive feedback.

The Project's work plan was based on the IHEC's own Capacity Building work plan and IHEC was actively involved in the project's delivery. All capacity building activities were individually approved by the IHEC Board of Commissioners, together with approval on delivery methods and procedures. Also, IHEC staff both participated and helped to organize the trainings, as well as provided feedback on training tools and delivery.

Based on its mandate extended through SCR 1770 and 1830, the role of UNAMI was to maintain technical oversight and provide technical input through its advisors. This included management of the balance in focus between institutional development and operational support to the IHEC. UNAMI advisors worked closely with UNOPS in the development and implementation of activities relating to their respective areas of expertise.

UNOPS, as the agency mandated to provide project management services to the UN and other institutions, was responsible for activities which require procurement, contracting and recruitment services. This included provision of trainings on technical and support staff skills, which depend on appropriate selection

and contracting of suitable service providers. According to its own specialization, UNOPS also undertook the majority of procurement activities for items of technology and equipment, and support improvements to the IHEC's infrastructure, in terms of both assets and communications structures.

With regards to the mobilisation of observers, the component made use of already existing and successful partnership between UNOPS and UNAMI, as well as between UNOPS, UNAMI, and ACHRS. All partners had an established and positive working relationship from the previous and simultaneous successful phases of training and mobilising national observers in Iraq. From the UN perspective, much of the operational / implementation success of mobilisation of observers can be attributed to the strong relationship between UNOPS and UNAMI. Each brought different strengths and capacities to the relationship, UNOPS operational / implementation skills and UNAMI technical oversight. UNAMI reviewed progress and final narrative reports, and helped to ensure technical quality. UNOPS reviewed progress and final financial reports as well as progress and final narrative and financial reports for UNDG/ITF and UNAMI.

In terms of the partnership between UNOPS/UNAMI with ACHRS, there was a strong working relationship established between these partners, with ACHRS having already implemented a series of successful observation projects with UNOPS/UNAMI (through the ITF) funding. ACHRS in coordination with a network of Iraqi NGOs oversaw the mobilisation of 3,750 observers for the governorate council elections under this project.

The contribution of the programme/ project on crosscutting issues:

Although the project did not directly focus on vulnerable or marginalised population, it can be assumed that developing the capacities of the IHEC (which will allow for improved implementation of electoral processes) will also help to increase the participation of Iraqi voters in the democratic process. This includes the most marginalised populations.

Directly, this project through its support to the IHEC benefitted 100 women, or 6.2% of the overall beneficiaries. This is due to the gender makeup of IHEC staff, as the project focussed on increasing the capacities of the IHEC, without discriminating by sex, age or ethnicity.

Similar to the benefits for vulnerable groups, it can be assumed that women, who are often disadvantaged in Iraqi society will also benefit from improved electoral events. It is expected that successful capacity building of the IHEC conducted by this project would help to make electoral processes more conducive to participation by all members of Iraqi society.

This project posed no environmental risks and therefore no impact or risk assessments were conducted during this project.

Please see the security issues as described under key constraints on pages 11-12.

This project did not intend to generate employment. However it is envisaged that the new knowledge and skills acquired by IHEC staff will increase their employment opportunities in the future. At the same time it is expected that the IHEC will benefit from having more competent and motivated personnel, which should both increase the quality of work as well as the level of staff retention.

f. The Assessment of the programme/ project based on performance indicators

The project performance was successful in achieving all of its target outputs, and in some cases, even exceeded the originally set targets. This is illustrated in the table below. This project represented the second phase of a longer term capacity building strategy for the IHEC, which was based on lessons learned and best practice from phase one (G11-14b). The mechanism and method of implementation and partnerships was well established and this is reflected in the high level of output achievement.

Key Outputs	% Achieved
<i>Output 1: Improved capacity of up to 850 IHEC employees through the delivery of 21 activities in priority areas</i>	162%
1.1 Defining 21 activity outlines	162%
1.2 Select qualified training providers (where applicable)	162%
1.3 Organize activity	162%
1.4 Deliver activity to IHEC	162%
1.5 Evaluate and report on activity	162%
<i>Output 2: Private Security support for UN Electoral Assistance Team and UNAMI-SSU/DSS is available</i>	100%
2.1 Draft TORs agreed upon by all parties	100%
2.2 Select and contract qualified provider	100%
2.3 Monitor security service provided for supporting UN Electoral Assistance Team	100%
<i>Output 3: Mobilization of 3,750 electoral observers for the governorate council elections in 14 governorates of Iraq in 2009</i>	100%
3.1 Develop work plan and modalities	100%
3.2 Enter into contract with partner NGO ACHRS (pre-selected by UNAMI based on capacity, past experience and procurement rules)	100%
3.3 Monitor service provision and administer contract (payments, etc.)	100%
3.4 Evaluate and report	100%

III. EVALUATION & LESSONS LEARNED

Assessments, evaluations or studies undertaken relating to the programme/ project

In order to develop a third phase of institutional / capacity building support for the IHEC, (approved by the UNDG ITF in September 2010), a needs analysis and extensive review of the IHEC was conducted in the last quarter of 2009. This review was comprehensive in scope, with over 80 interviews conducted with the range of departments and units within the IHEC. The assessment reviewed areas requiring attention to conduct future successful electoral events and recommended priorities for institutional development for the future. This assessment took place concurrently with implementation of this project, allowing for any identified best practices to be considered during G11-19 activities in 2009-2010 (as appropriate).

In addition, a subsequent independent review of the new programme in 2010 fundamentally examined the methodology, successes and challenges of this project. This allowed for the incorporation of lessons learned into the new project proposal, as well as ensured that remaining electoral needs, gaps and priorities were addressed. Thus, while there was formal project evaluation per se, a multitude of elements of this project's strategy, approach and results were evaluated and utilized in the design of strategy for longer term IHEC institutional development.

For the observers' component:

Before developing assistance projects to assist in the 2005 Electoral processes, UNAMI/IEAT developed a detailed and effective concept paper to establish and promote democratic electoral processes while simultaneously developing sustainable capacity to manage the electoral systems and processes.

Subsequently the outcomes of Electoral Observation Projects I, II and III have been reported on and evaluated in the relevant Lessons Learned Exercises (for Phase I in New York and for Phase II in Cyprus, Phase III and IV in Istanbul). As a result the Tripartite Agreements between UNOPS, UNAMI/IEAT and the implementing partners were developed to include and reflect better inter-partner coordination and monitoring of in-country workshops and mobilisation.

The Istanbul Lessons Learned and Future Planning Conference was organised on April 17-21, 2009. Eight out of the nine Commissioners of the Board of IHEC were present together with 13 Senior Officials of the Electoral Administration and five members of the IEAT. Following from these discussions, lessons learned and recommendations for the several potential electoral events in the coming year were drawn. A part of the Lessons Learned was also to evaluate the previous observer projects (including G11-18 and the mobilisation of observers under this project.)

One of the conference's objectives was also to make recommendations and structure future planning for the three electoral events in the coming year (voter registration exercise, KRG elections and the CoR elections); these recommendations were incorporated in the next phase of the observers project. The lessons learned are included in section c. on lessons learned below.

One of the main challenges during the project was the concern that the security situation would worsen in the run up to the March 2010 CoR election. The Security Advisor deployed in 2009 continued his support to the IHEC in early 2010 and closely monitored the situation. In addition, the deployment of extra static security to the IHEC ensured that UNAMI EAT could continue their daily presence at the IHEC and provide essential operational support to the CoR election.

The IHEC's engagement in the process of recounting Baghdad votes until the second half of May 2010 delayed Lessons Learned activities that followed the CoR election. These activities had to be postponed and implemented in a small window of time before the project's end. While this presented some practical and logistical challenges, the activities were successfully conducted due to the flexibility and commitment of the UNOPS project team, IHEC staff and the UNAMI EAT.

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

There are a number of lessons learned that were identified through the review of this as well as previous institutional development initiatives and recent evaluations. These lessons learned include, inter alia, the following:

- It is essential that any institutional development support is developed in cooperation with the IHEC, and that the programme is both understood and accepted by IHEC personnel. This is necessary to ensure full participation of IHEC personnel and foster a sense of ownership of the programme as a whole.
- The importance of ensuring detailed definition of objectives and content of specific activities, in close consultation with the IHEC, is of high priority. This is to ensure that the objectives and content of training courses, study visits and other capacity building activities are clear to all programme partners and conducted to ensure optimal benefit to IHEC staff.
- Activity outlines on all capacity building activities must be developed with the IHEC prior to the implementation of the activity, in order to ensure feasibility, proper planning and IHEC commitment. These should include relevant information, such as time frame, target group, number of participants and location.
- It is important to ensure that Standard Operating Procedures on implementation of institutional development activities are jointly agreed at the start of the programme and adhered to by all implementing partners and the IHEC. This is to ensure consistency of standards applied in implementation of programme activities.
- Efforts must be made to ensure establishment of standardized reporting templates, to ensure consistency and quality of reporting on technical outcomes of all capacity building, and not only training activities.
- It is also important to establish mechanisms whereby capacity building activities will be evaluated according to processes and standards agreed by the implementing agencies and the IHEC from the outset of the programme, and that the programme is also periodically evaluated and reviewed jointly by the IHEC, UNDP, UNOPS and UNAMI.
- Appropriate participant selection is key to ensuring optimal benefit of resources. It is essential to ensure that the target group for any activity is clearly defined in relation to objectives and that criteria for selection are fully understood. It is also important for the UN and IHEC to agree appropriate mechanisms for participant selection and ensure these are adhered to.

- The selection of training locations together with the suppliers of the capacity building services is also important. Serious consideration has to be given to the appropriate location for training as well as giving preference to suitable capacity building suppliers in Iraq itself or in the immediate region.
- Timing of activities is key to maximizing impact of institutional development initiatives. This includes ensuring that adequate time is available for appropriate follow up and IHEC staff are able to fully focus on assimilation of outcomes into working practices.
- Best practices from previous capacity building activities indicate that training inputs are most effective when planned with designated periods to exercise these skills and put them into practice in the workplace. Work placements for a small number of staff for longer periods are also considered particularly effective in consolidating learning.
- It is essential to ensure that the workplan remains flexible and is continually reviewed according to new capacity assessments, electoral lessons learned activities and requirements of the electoral calendar. The workplan must be modified as necessary on an ongoing basis, evolving to take into account any new developments and institutional development requirements.

These lessons learned were fully incorporated into the design of the follow on project to provide institutional support to the IHEC, designed in late 2010.

The lessons learned from the mobilisation of observers for the governorate council elections referred to in section a above, were as follows:

- The scope of election observation should be extended to include an assessment of coverage in various media outlets on both the qualitative content of election-related news and the quantitative amount of such news per candidate or political party;
- Support activities for independent observer groups should be coordinated with other stakeholders (including donors, NGOs and the IHEC itself);
- The dependence of national electoral observer groups on international funding should gradually be reduced;
- There is a need for distribution of observation reports and results in diversified outlets across Iraq;
- There is a need for greater clarification of both the role that IHEC plays in elections and the appropriate relationship between IHEC and independent observers; and
- In order to enhance results, during elections, there should be a call centre available to advise election observers on how appropriately to implement their observation tasks.

IV. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Means of Verification	Comments (if any)
IP Outcome: Improve IHEC staff skills at HQ and Governorate Electoral offices through provision of capacity building training						
IP Output 1 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	Indicator 1.1 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	34	Activity reports from UNAMI EAT and UNOPS	
	Indicator 1.2 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 EAT - IHEC - External independent review	1,595	Activity reports from UNAMI EAT and UNOPS	
	Indicator 1.3 No. of IHEC priority areas covered by trainings		7 Priority Areas	7	Activity reports from UNAMI EAT and UNOPS	

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Means of Verification	Comments (if any)
IP Output 2 PSD support for UN Electoral Assistance Team and UNAMI-SSI/DSS provided.	Indicator 2.1 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	Yes	Project records and reports from UNAMI, UNOPS	
	Indicator 2.2 Services performed			Yes	Project records and reports from UNAMI, UNOPS	
	Indicator 2.3 Feedback from UNAMI-SSU/UN-DSS on quality of services;			Yes	Project records and reports from UNAMI, UNOPS	
	Indicator 2.4 Number of missions supported (to IHEC HQ and to other locations)			N/A		
IP Output 3 Mobilization of 3,750 electoral observers for the governorate council elections in 14 governorates of Iraq in 2009	Indicator 3.1 Number of observers mobilised for governorate council elections in Iraq	0	3,750 observers	3,750 Observers	Reports from ACHRS	