

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

Participating UN Organization(s)
UNOPS

Sector(s)/Area(s)/Theme(s)
Governance Sector Outcome Team

Programme/Project Title
Support to Parliamentary Affairs and Constitutional Outreach

Programme/Project Number
C9-21e UNDG ITF Atlas number: 00066951

Programme/Project Budget	
<b>UNDG ITF:</b>	USD 1,067,388
<b>Govt. Contribution:</b>	USD 0
<b>Agency Core:</b>	
<b>TOTAL:</b>	USD 1,067,388

Programme/Project Location	
<b>Region (s):</b>	Iraq with bulk of activities in Baghdad
<b>Governorate(s):</b>	Baghdad, Kirkuk
<b>District(s)</b>	

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

Programme/Project Timeline/Duration
<b>Overall Duration</b> 36 months 13 <sup>th</sup> March 2007 - 31 <sup>st</sup> March 2010. <b>Original Duration</b> 12 months, 13 <sup>th</sup> March 2007 – 13 <sup>th</sup> March 2008 <b>Programme/ Project Extensions</b> 1 <sup>st</sup> Extension : 31.12.2008 2 <sup>nd</sup> Extension: 31.03.2009 3 <sup>rd</sup> Extension: 30.09.2009 4 <sup>th</sup> Extension: 31.03.2010

## **FINAL NARRATIVE REPORT**

### **I. PURPOSE**

This project aimed at supporting the constitutional process in Iraq by strengthening the capacity of the Iraqi State Ministry of Council of Representatives' Affairs (MoCRA)<sup>1</sup> to fulfil its mandate in supporting the drafting of constitution-mandated laws and by carrying out public awareness campaigns and civic education on the amended constitution. The project was part of an umbrella programme developed by Cluster C, titled Support to the National Dialogue and Reconciliation process, Institutional Development and Capacity Building, Reconstruction and Stabilization efforts and Promotion of Civil Society and Media Strengthening (UNDP, UNOPS, UNIFEM, UNICEF, UNESCO).

The intervention was to focus on building the capacities of the MoCRA to provide assistance to other line ministries in the preparation of draft laws, in particular for the implementation of constitution-mandated laws. More over it foresaw assistance to participation of the public in the constitutional and parliamentary development process by supporting the civil society and academic world to produce educational resources and carrying out civic education initiatives.

#### **The outcomes of the programme/ project are:**

##### **1. Institutional development of MoCRA**

- 1.1. Capacity-building plan devised and implemented for MoCRA, to strengthen its administrative and legal capacity.
- 1.2. Increased cooperation of MoCRA with regional parliaments and parliamentary support institutions
- 1.3. Role of MoCRA in supporting the drafting of bills in relation to constitutional-mandated legislation and institutions is more prominent.

##### **2. Iraqi society aware of the revised constitution and parliamentary affairs**

- 2.1. Supported civil society and academic networks to work on civic education programs on the revised constitution and on parliamentary affairs.
- 2.2. Educational resources made available for awareness campaigns, forums, and conferences through small grants provided to NGOs and CSOs

#### **The expected outputs of the programme/project are:**

- 1.1. Increased managerial capacities of MoCRA.
- 1.2. MoCRA international relations developed.
- 1.3. MoCRA's involvement in domestic inter-institutional relations and the constitution review process supported.
- 2.1. Civil Society outreach campaign carried out.
- 2.2. Educational publications and communication between CSOs and CRC/MoCRA facilitated.

#### **UN Assistance Strategy for Iraq**

This project contributes to the achievement of the following outcomes of the Joint UN-Iraq Assistance Strategy:

- Outcome 4.1: *Environment for democratic processes is nurtured and promoted*
- Outcome 4.2: *Reformed public administration, judicial systems and legal frameworks*
- Outcome 4.3: *Strengthened rule of law*

#### **UN Millennium Development Goals**

This project addresses the eighth MDG "*Develop a global partnership for Development*", point 1, which "...includes a commitment to good governance, development and poverty reduction— nationally and internationally."

#### **Iraqi National Development Strategy**

The Programme contributes to the following Iraq National Development Goals:

*"Strengthening good governance and security"*

#### **International Compact with Iraq**

Benchmarks/Indicators: 4.2.1. (Engaging with Civil Society)

#### **Primary implementing partners:**

- Lebanese Council of Ministers Secretariat
- National Center for Consultancy and Management Development at the Ministry of Planning and Development
- NGO Insan Iraqi Society
- AIDME International Development
- POGAR - Programme on Governance in the Arab Region

<sup>1</sup> The original project proposal referred to the name Ministry of Parliamentary Affairs, which is the same ministry as MoCRA.

### **Line ministry counterpart to the project:**

- Iraqi State Ministry of Council of Representatives Affairs

### **Key Beneficiaries**

- MoCRA through increased institutional capacity, improved archiving system, library of relevant reference material and improved international relations as well as enhanced recognition as a Ministry.
- Staff of the MoCRA
- NGOs benefiting in their development through implementation of projects.

### **Indirect Beneficiaries**

- Other line ministries wishing to submit draft bills to the Parliament
- Council of Representatives
- Lebanese Council of Ministers Secretariat
- Beneficiaries of the peacebuilding project implemented in Rapareen community in Kirkuk
- Population of Iraq at large.

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

### **Outcome 1 - Institutional development of MoCRA**

#### **Output 1.1. - Increased managerial capacities of MoCRA**

- a) Day-to-day administration of MoCRA has improved by the fact that the MoCRA senior staff member (Advisor to the Minister) completed a Business Planning and Management training programme organized by UNDP/CIDA. The training cycle ran over the period of 1,5 years and included 7 one-week sessions organized in Amman (one in Beirut). The programme aimed at building the capacities of senior Iraqi ministries officials to adopt new standards (business planning, performance measurement, financial accountability and evaluation). Following his return from trainings, the Advisor held a series of meetings with his colleagues in order to share the knowledge acquired with them so as to increase the impact of this training to the rest of the Ministry's staff. As one of the results of the training, the MoCRA staff members drafted a business plan for the development of the Ministry which was very positively evaluated. An institutional Assessment of MoCRA was carried out in March – June 2008.

*The assessment report is attached to this report.*

- b) Based on the outcomes and recommendations developed during the institutional assessment of MoCRA, UNOPS, in close consultation with MoCRA, designed a capacity building programme with a series of specific activities tailored for the Ministry and its staff members.
- c) As part of this programme, 5 MoCRA legal staff members completed a week-long training on legislative drafting organized in Beirut by POGAR (22nd – 27th August);
- d) Also supported by the project, 6 MoCRA staff members completed a workshop on legislative drafting organised in Beirut by UNDP POGAR (27th October – 1st November);
- e) Equipment for setting up an archiving system and facilitate in house training activities at MoCRA was procured, delivered and installed at MoCRA (3 desktops, 1 heavy duty scanner, 2 external hard disks, 2 laser printers, 1 hub, UTB cable, 1 laptop, 1 whiteboard, 1 data show projector). Following this, UNOPS contracted the National Centre for Consultation and Management Development at the Ministry of Planning and Development (NCCMD) to design and install an archiving software at the MoCRA offices. MoCRA staff was also trained in operating the archiving equipment and software and 2 local persons were hired on a temporary basis to support the process of archiving MoCRA documents. Using the equipment, software and knowledge acquired through the project, MoCRA successfully completed the process of archiving 100% of its files. The archiving included three components: archiving of draft laws proposed by government, archiving of correspondence and other documents related to CoR committees, and archiving of all other documents. The proper archiving and tracking system is of utmost importance for the ministry responsible for dealing with legal acts. It eventually contributes to better and more transparent legislative process in Iraq.
- f) Phase I and II of a series of tailor made trainings organized in Baghdad by NCCMD, for MoCRA staff were completed with a total of 125 participants taking part in 21 courses and 2 workshops. 33 employees benefited from courses and workshops (over 50% of all the MoCRA staff members), The average was 4 courses for each employee. The total hours of all delivered courses and workshops in 2008 and 2009 amounted to 265 hours;
- g) 16 MoCRA staff members enhanced their knowledge of English language during a two-month intensive (daily) English course. 184 hours of courses were delivered. The course will help the MoCRA employees to further develop their knowledge and communication with foreign counterparts;
- h) Ten staff members of MoCRA completed a workshop on building legislative skills, held in Erbil from 2<sup>nd</sup> to 7<sup>th</sup> of December 2009. The workshop covered theoretical and practical topics, including analyses of existing Iraqi laws and draft laws.

- i) Altogether 234 items of legal resources were procured in Egypt and provided to MoCRA. The resources were selected in coordination with MoCRA and significantly enriched the MoCRA library. They constitute an important learning and reference materials for the ministry.

Capacity building activities have been implemented in accordance with the needs identified from the institutional assessment of MoCRA March- June 2008 and following continuous consultations with MoCRA throughout the course of the project. Through this approach, trainings and capacity building activities were tailored and adapted to the developing needs of the beneficiaries and a significant development of skills of MoCRA staff could be observed as a result. Complex support to the archiving process allowed to significantly improve the level of organization of the Ministry's files and enabled its staff to utilise them in much easier and faster way. It appears that the ministry has become one of the leaders at GOI in terms of how the archives are managed. Furthermore training on legislative skills contributed to developing capacities of MoCRA in this area, crucial for fulfilling its mandate.

### **Output 1.2. - MoCRA international relations developed**

In order to expose MoCRA staff to the international experience of state organs and ministries filling a parallel function in other countries, the project explored a number of options as to where a collaboration and an agreement of exchange could be established. After initial contacts with the Egyptian Ministry of Parliamentary Affairs the selection finally fell on the Council of Ministers Secretariat (CoMSec) at the Lebanese Council of Ministers.

UNOPS assisted MoCRA to develop very close relations with the Secretariat and as a result of this cooperation, the MoCRA staff benefited from exposure to the Lebanese experience. One of the key components of the exchange were internships for MoCRA staff with the Lebanese CoMSec which provided free of charge office space and expertise to MoCRA staff members throughout the durations of their stay.

The following activities were implemented under this heading with the project support:

- (i) Four MoCRA staff members participated in a one month internship at the Lebanese Council of Ministries Secretariat (2<sup>nd</sup> – 30<sup>th</sup> of March 2009);
- (ii) Four MoCRA staff members participated in a one month internship at the Lebanese Council of Ministries Secretariat (1<sup>st</sup> – 30<sup>th</sup> of June 2009). Both (March and June) internships focused mainly on the relationship between the government and the parliament and procedures governing these relations. The interns examined, for example, what actions should be undertaken in order to ensure professional and constitutionally correct responses to the parliament's inquiries, also taking into consideration the political sensitivities in a multi-ethnic/religious country;
- (iii) A delegation of two persons representing Lebanese CoMSec visited MoCRA and Iraqi CoMSec in Baghdad in August 2009, subsequently paying a visit to Erbil to meet KRG counterparts. Moreover, Iraqi CoMSec developed communication channels with Lebanese CoMSec parallel to MoCRA – memorandum of understanding between the two CoMSecs signed;
- (iv) Four staff members of MoCRA completed an internship at the Lebanon Council of Ministers Secretariat (1<sup>st</sup> – 24<sup>th</sup> November). The internship focused on the post election government transitional period. It covered the process of handing over power from one government to another after general elections. In addition, it covered a number of meetings with various departments of CoMSec related to the work with parliament and government.

The relations with the Lebanese counterpart were built in a participatory and inclusive way. MoCRA and Lebanese partners were included in the planning process and contributed to implementation of the activities (arrangements for Iraqis in Lebanon and arrangements for Lebanese during their visit in Iraq). The 2008 trainings for MoCRA staff in Lebanon, subsequent internships at the Lebanese CoMSec as well as a visit of the delegation of the Lebanese CoMSec to Iraq, allowed to expose MoCRA to external experiences and boosted development of regional networking of the Ministry. In addition, the exchange contributed to an experienced boost of confidence internally as well as an enhancement of their image externally within the GoI, helping MoCRA to better assume and execute their mandate and facilitating cooperation within the GoI as a recognized equal partner in the Council of Ministers. The Iraqis were extremely well received in Beirut and vice versa, the Lebanese delegation was hosted with honors in both Baghdad and Erbil. Further exchange of knowledge between Lebanese and Iraqi counterparts was agreed upon.

### **Output 1.3. – MoCRA's interaction with other governmental/parliamentary institutions supported.**

Based on the institutional assessment of the Ministry, carried out in 2008, as well as on ongoing contacts between UNOPS and MoCRA officials, the Ministry's position in the legislative process is recognised in governmental institutions as well as in the parliament. It was however observed, that, despite initial expectations, and the fact that MoCRA was consulted on the constitutional issues, the Constitutional Review Committee (CRC), in the process of constitutional review, showed no interest in extended cooperation with MoCRA. This is why the full achievement of this output cannot be reported.

UNOPS, working under projects C9-20 and C9-25, ensured participation of MoCRA on discussions regarding the Iraqi NGO law. A representative of MoCRA was invited by UNOPS and participated in two UNOPS NGO law roundtables, in March 2008 and May 2009, participating actively in work related to discussions on the law. Participation of MoCRA representatives in these discussions allowed to bring the views of the legal experts representing the government to the discussion table. It also helped in exposing MoCRA to the issues related to, legislation on civil society which are new to Iraq, as well as increase the visibility of MoCRA vis-à-vis other participants of debates including members of parliament, government and civil society.

### **Outcome 2 - Iraqi society aware of the revised constitution and parliamentary affairs**

The scope of this outcome was modified in the budget revision request (approved as of 19<sup>th</sup> May 2008). Originally it was envisioned that civil society activities in the project would focus on raising awareness of the draft of the reviewed Constitution prior to a national referendum. The Constitutional Review Committee (CRC) extended its mandate several times. By July 2009 it submitted three reports. The third CRC report was informally submitted to the Presidency of Iraq in July 2009, but it was not formally received by the Iraqi Council of Representatives. The CRC concluded its work in January 2010, and its mandate officially lapsed on 15 March 2010, together with that of the Council of Representatives. No constitutional review process was finalized. Given the absence of a reviewed draft constitution and that not even tentative timing for a referendum had been set, there was no rationale for the UN to engage in activities spreading awareness of a draft or preparing the grounds for a constitutional referendum. UNOPS therefore concentrated on civil society activities related to community based initiatives promoting peacebuilding between various groups.

### **Output 2.1. - Civil Society outreach campaign carried out.**

As outlined above, this output was revised to focus on support for peacebuilding initiatives. Specifically, the revised activities were designed to support peacebuilding projects as per below:

- a) Phase I of a Project on Peacebuilding in the Kirkuk district Rapareen was completed (implemented by the local NGO Insan Iraqi Society). The goal of the project was to establish peaceful co-existence and community cohesion in Rapareen through targeting day-to-day needs of the community members (ex. unemployment, waste management), designing a community development plan and by involving community members in these activities to promote peace building. The activities involved different groups from the targeted community with the goal of bringing them together by the way of targeting common community needs. The activities included: income generation opportunities provided to 30 vulnerable individuals with a particular focus on vulnerable women living in female headed households; 3 kinds of vocational trainings organized for a total of 100 community members: a carpet weaving course for 40 women; computer and TV satellite fixing and maintenance courses for 60 young individuals; extra curricular activities in 4 schools (an average of 40 children in each school took part in manual activities); art competition in the targeted schools requesting students to deliver drawings on the theme of peace and community development and resulting in the printing of 5000 posters of selected drawings which were then disseminated in the neighborhood; an average of 60 women met regularly to take part in manual activities; an average of 50 young individuals learnt about art as a tool for expression; 120 families of Rapareen gathered to celebrate the diverse cultures populating the community; food was shared during a large family dinner gathering approximately 500 community members; a community committee was formed of representatives and influential actors living in Rapareen; small grants of a maximum amount of 400\$ were provided to vulnerable individuals from the IDP, Returnee and Host Community living in Rapareen in order to start up an income generation project.
- b) The project implemented in Kirkuk, Rapareen has been carried out in parallel with a twin project implemented in Baghdad (funded from project C9-20);
- c) As a part of the overall Peacebuilding project (Kirkuk and Baghdad), an Egyptian company, AIDME International Development was contracted to render technical assistance during the project implementation (cofounded by project C9-20). AIDME offered ongoing technical assistance to NGOs via remote communication means (e-mail, phone). Furthermore, NGOs participating in the project were trained/coached by AIDME on techniques of Participatory Rapid Appraisal involving all community stakeholders in the needs assessment:
  - During one training on PRA for 2 NGOs and communities leaders from Baghdad and Kirkuk organized in Erbil from 11th to 23rd October. The training gathered 17 participants;
  - During one Erbil based workshop for 2 NGOs and communities' representatives from Baghdad and Kirkuk, on analyzing PRA findings and community planning, organised from 13th to 17th December. The workshop brought together 13 participants;
  - Via one dedicated website established for the purposes of the project implementation: <http://www.aidme-coaching.org/>. Project partners were able to communicate with the technical advisors via website, the website contained training materials and other guiding tools.
- d) Phase II (co-funded by project C9-20) built upon a participatory rapid appraisal organized by the Insan Iraqi Society in 2008 with support of UNOPS. The 2009 intervention allowed to target some of the Rapareen community needs identified during 2008 PRA process. The aim was to sustain peaceful coexistence and community cohesion in Rapareen through alleviating suffering of community members and promoting peace-building. Two main objectives highlighted were: i) To increase cohesion between groups around a common vision for the development of their neighborhood through community participation and advocacy to local authorities and ii) To create an environment propitious to long term peace building by supporting quick impact initiatives directed at youth and women. Among the different activities implemented, below are the main achievements: 18 beneficiaries completed a business management training; 30 youth enrolled in mobile phone fixing training; 30 youth enrolled in computer maintenance training; 9 youth enrolled in theatre training activity, where 3 theater performances were conducted; 53 women enrolled in decorative sewing activity and received training; 2 advocacy trainings and session meetings with local authorities to present the reasons of the frustrations of the inhabitants of Rapareen. Subjects raised in these meetings included the problem of garbage in the area and lack of garbage containers, the problem of sewage in the roads which are not paved and where water is accumulating, the lack of green areas in the community, as well as other problems.

*A grant fund project on Peacebuilding in the Baghdad districts Nariya'a and Gayara was to be implemented via one of the Iraqi, Baghdad based NGOs.. The implementation process started in 2008 but was put on hold by UNOPS at the end of 2008 based on suspicions that the NGO forged some of the invoices submitted to UNOPS with the midterm financial report. An investigation on the suspected fraudulent invoices was carried out in 2009 and resulted in the identification of financial irregularities in the NGO's accounting, including confirmation of forgery of invoices. The project was terminated and the NGO was not reimbursed for the expenses in question. More information can be obtained from UNOPS upon request..*

## **Output 2.2. - Educational publications and communication between CSOs and CRC/MoCRA facilitated.**

As the entire outcome 2 of this project was revised in the absence of a constitutional draft to spread awareness on (outlined above), the funds originally allocated to this output were channelled (as per the approved revision of the component) to the peacebuilding initiatives reported on under output 2.1.

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 institutional development of MoCRA. The project was the first of this kind of comprehensive project implemented for the benefit of the ministry. It has been confirmed with the first hand monitoring and feedback presented by the ministry employees.

Outcome two could not be achieved due to reasons beyond UNOPS control as a reviewed draft of the constitution was never finalised by the CRC and has yet to be agreed on to this day. In the course of project implementation, the second output was therefore revised to support and activate civil society in the field of peacebuilding. The project proved to provide effective modalities for bringing together various community stakeholders by way of carrying out PRA and targeting most pressing needs. This contributed to enhancing a sense of common ownership, hence building up peace within the targeted community. The success of the activities of PRA and the pilot peacebuilding project implemented under this output prompted UNOPS to develop similar activities of a parallel approach under other projects.

**International Compact with Iraq (ICI):** The project directly contributed to implementation of Section 3.1.1. (*National Dialogue and Reconciliation*), and Section 4.2.1 (*Engaging with the Civil Society*). The project through working with civil society contributed to supporting national dialogues and reconciliation processes in one of the most volatile parts of Iraq, Kirkuk.

**Iraqi National Development Strategy (NDS):** The Programme contributes to the following Iraq National Development Goals: *“Strengthening good governance and security”*. The project helped to build the capacities of one of the GoI ministries allowing it to be better managed and carry out its work in a more efficient way following good examples from other countries. The Ministry’s staff was trained on, inter alia, administration as well as international standards of legislation drafting. This contributed directly to strengthening good governance 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 efficiently manage the ministry considered as the expert legal body within the GoI has a direct impact on the achievement of this MDG.

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

MoCRA was the main implementation counterpart for this project. The role of MoCRA was to participate in the design of the capacity-building plan and support its implementation during the planning process and afterwards by providing necessary staff resources, both to organize and attend events. MoCRA also had a primary responsibility to initiate activities aiming at developing its international relations within the project. UNOPS position was to support MoCRA in liaising with international counterparts.

MoCRA was not directly involved in the execution of the sub-grant fund but will be kept informed of plans and actual projects funded. Due to the fact that MoCRA as an institution is a major beneficiary of the project, the partnership is critical for the achievement of the project results.

During the course of the implementation process, very close relations were developed with the Lebanese CoMSec. Support from the Lebanese counterparts was critical in organizing the three month-long internships for Iraqi MoCRA staff in Beirut. The NGO Insan Iraqi Society was a partner in implementation of the peacebuilding project in Kirkuk. Good cooperation between UNOPS and Insan and the quality of work of the NGO allowed to successfully complete the peacebuilding project.

- **Cross Cutting Themes**

Although the project did not directly focus on vulnerable or marginalised population, it can be assumed that developing the capacities of the MoCRA (which will allow for an improved legislative processes) may also indirectly benefit marginalised groups.

In the course of the Peacebuilding project the needs of the targeted communities, including vulnerable groups, were assessed in the course of preparatory phase of the project as well as during the PRA (carried out during the project). Some of the needs (vocational training, education, culture) were targeted in the course of two project phases. As reported above, focus was put on supporting women, youth and IDPs.

The civil society component of the project paid special attention on upholding gender balance while selecting beneficiaries. The peacebuilding project, through its activities, contributed to enhancing the women's social situation in the local community. In the course of the peacebuilding project implemented by the NGO Insan, the income generation activities were particularly focused on vulnerable women living in female headed households. The NGO also organized special social activities for women: An average of 60 women met regularly to take part in manual activities including ceramic painting and clothes & jewel designing. The activities simultaneously provided opportunities for women to engage in dialogue during a number of sessions organized on diverse sources of conflicts identified in the community.

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

The security situation in Kirkuk deteriorated following June 2009 when two large bombings in Taza and in the central market in the city centre took place. Following these incidents, specific security measures were taken by UNOPS implementing partner in Kirkuk, Insan, , in order to provide a safe environment for beneficiaries.

The Peacebuilding project component included employment generation activities. In the phase I income generation opportunities were provided to 30 vulnerable individuals with a particular focus on vulnerable women living in female headed households; 3 kinds of vocational trainings were organized for a total of 100 community members: a carpet weaving course for 40 women; computer and TV satellite fixing and maintenance courses for 60 young individuals; small grants of a maximum amount of 400\$ were provided to vulnerable individuals from the IDP, Returnee and Host Community living in Rapareen in order to start up an income generation project. In the phase II of the peacebuilding project 18 beneficiaries completed a business management training; 30 youth were enrolled in mobile phone fixing training; 30 youth were enrolled in computer maintenance training; 53 women enrolled in decorative sewing activity and received training;

**f. The assessment of the programme/ project based on performance indicators as per approved project document using the template in Section IV**

The project performance was successful in achieving all of its target outputs as per the revision of activities under outcome 2, the original scope of which could not be implemented due to reasons outside of UNOPS control (as outlined above). 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
Output 1: Institutional development of MoCRA	100%
1.1 Capacity-building plan devised and implemented for MoCRA, to strengthen its administrative and legal capacity.	100%
1.2 Increased cooperation of MoCRA with regional parliaments and parliamentary support institutions	100%
1.3 Role of MoCRA in supporting the drafting of bills in relation to constitutional-mandated legislation and institutions is more prominent. <i>(please see the explanation in the report)</i>	30%
Output 2: Iraqi society aware of the revised constitution and parliamentary affairs (please see the explanation in the report, the % refers to the amended activities in the course of the implementation process).	100%
2.1 Supported civil society and academic networks to work on civic education programs on the revised constitution and on parliamentary affairs. <i>(note that the content of the output activities was revised as described earlier in the report)</i>	100%
2.2 Educational resources made available for awareness campaigns, forums, and conferences through small grants provided to NGOs and CSOs	N/A

### III. EVALUATION & LESSONS LEARNED

As outlined above, an institutional assessment of MoCRA was carried out in March – June 2008. Based on the outcomes and recommendations developed during the institutional assessment, The assessment, carried out in a participatory way, reflected the needs of the MoCRA in terms of capacity building of the Ministry and its staff. Following finalization of the assessment, UNOPS in close consultation with MoCRA designed a capacity building programme with a series of specific activities tailored for the ministry and its staff members.

For the civil society component, UNOPS conducted extensive consultations with the NGO partners on the needs and modalities of work under the Peacebuilding projects. Prior to engagement in the project, a planning workshop was carried out in Baghdad to identify needs and approaches to be undertaken. Ongoing monitoring of grants was carried out during project implementation.

A final project evaluation was not envisaged in the project document and hence there were no financial means with which to commission an external evaluation.

During the initial implementation phase, the project faced several constraints including: difficulties with identifying a consultant to carry out the institutional assessment of MoCRA, limited level of engagement from the side of MoCRA in project activities which were dependent on their active input. Delays were also caused by the slow pace of the constitutional review process, preventing UNOPS from implementing the originally envisaged civil society component of the project.

Most of the constraints were overcome during the course of the project implementation. The institutional assessment of the Ministry was completed. This allowed opening new training and development opportunities for MoCRA staff. Strengthened cooperation with POGAR resulted in sending eleven MoCRA staff members to the Beirut based training on legislation drafting. An agreement between UNOPS and NCCMD was signed and in effect MoCRA staff has been provided with complex trainings organised by NCCMD in MoCRA offices. On the international level, after at first unsuccessful attempts to build up a relationship with MoCRA's Egyptian counterpart, a strong cooperation link with the Lebanese Council of Ministers Secretariat was established.

As a result of UNOPS involvement with the Ministry, the Ministry's staff and the office have greatly benefited in terms of enhancement of overall management, administration capacities, archiving system, but also development of substance legal knowledge and exposure of the ministry and its staff to regional networking. Moreover, it was observed that MoCRA staff members have significantly changed their approach to the concept of capacity building of the ministry and its staff. They have become much more proactive and creative in initiating activities as well as feel more ownership of the development of the Ministry. It was noted that UNOPS persistence in stressing on MoCRA's participation in project arrangements combined with the fact that assistance has been offered on a step by step basis, thus enhancing the sense of ownership on the Iraqi side, has paid off.

On the part of the civil society project component, as explained above, the initial delays were related to the fact that the project foresaw support to the work of civil society on the constitutional referendum (during the course of the constitutional review process). The constitutional review process has not been completed to date and thus the change in approach to a focus on support to civil society with peacebuilding and reconciliation activities was taken. This allowed developing successful project in the Kirkuk area of Rapareen.

There are a number of lessons learned that can be drawn from implementation of the project:

- It is essential that any institutional development support is developed in cooperation with the MoCRA, and that the programme is both understood and accepted by MoCRA personnel. This is necessary to ensure full participation of MoCRA personnel and foster a sense of ownership of the programme as a whole. This process requires time and should be well planned in the project implementation timeframe. It is in particular important in the situation of remote project management in Iraq where process of building project relations and creating project ownership on the side of the Iraqi counterparts can take more time than in regular circumstances.
- The importance of ensuring the objectives and content of training courses and capacity building activities with MoCRA.
- 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 by project partners and beneficiaries.
- 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 MoCRA 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 and changing political situation. The workplan must be modified as necessary on an ongoing basis, evolving to take into account any new developments and institutional development requirements.
- It necessary to set clear implementation requirements to the NGO partners.
- In case of projects implemented by the coalition of NGOs the partners must clearly stipulate implementing arrangements (in the form of MoU or other) before the implementation can start.
- Ongoing monitoring and thorough financial control on the side of a donor is a prerequisite for carrying out grant fund projects implemented by NGOs partners.
- Developing direct relations with project partners through frequent missions to Iraq is necessary.

#### IV. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Means of Verification	Comments (if any)
IP Outcome 1 (objective as per project document) Build capacities of the Ministry of Parliamentary Affairs to provide assistance to other line ministries in the preparation of draft laws, in particular for the implementation of constitution-mandated laws.						
IP Output 1.1 Capacity-building plan devised and implemented for MoCRA, to strengthen its administrative and legal capacity.	Indicator 1.1.1 Capacity-building plan based on needs assessment carried out by Parliamentary expert.	No needs assessment conducted. No capacity building plan. Limited capacity building activities.	1 assessment completed. 1 capacity building plan drafted.	1 assessment completed and 1 capacity building plan adopted 18 MoCRA staff members received intensive English language training; 33 MoCRA staff members participated in 21 courses and 2 workshops, the average 4 courses for each employee; 10 staff members of MoCRA completed workshop on Modern Theory of Drafting Legislation; 1 archiving software plus relevant training for staff; 1 fast scanner provided to MoCRA. Archiving of MoCRA documents completed.	Capacity assessment report prepared by a consultant. UNOPS direct monitoring and internal reports. MoCRA staff reports. Handover documents.	
IP Output 1.2 Increased cooperation of MoCRA with regional parliaments and parliamentary support institutions	Indicator 1.2.1 Cooperation agreement with similar parliamentary support body established.  Indicator 1.2.2 Number and kind of exchange and support activities implemented through the cooperation agreement.	No regional cooperation of MoCRA.	At least one twinning agreement / MoU signed between MoCRA and similar body in the Middle Eastern Region.	1 visit of Lebanese Council of Ministers Secretariat delegation to Iraq (Baghdad, Erbil) organized; 3 internships (one month each/4 participants each) for MoCRA staff hosted by Lebanese Council of Ministers organized.	UNOPS reports.	It was not possible to formalize the relation by signing an agreement. However the cooperation between Lebanese and Iraqi counterparts were very developed. This allowed the MoCRA to open more towards other cooperation and it was observed already after the project completion that MoCRA begin actively search for opportunities of developing further international relations.
IP Output 1.3 Role of MoCRA in supporting the drafting of	Indicator 1.3.1 Number of classes held on the constitution with educational	MoCRA's position not prominent.	N/A	MoCRA's position in drafting bills recognized.	MoCRA assessment report. UNOPS monitoring.	Based on the assessment of the MoCRA and ongoing

<p>bills in relation to constitutional-mandated legislation and institutions is more prominent.</p>	<p>institutions / Number of attendees to such classes.</p>					<p>contacts between UNOPS and MoCRA the Ministry's position in the legislative process is recognised in governmental institutions as well as in the parliament. It was however observed, that, despite initial expectations, and the fact that MoCRA was consulted on the constitutional issues, the CRC did not engage extensively with MoCRA.</p>
<p>IP Outcome 2 (objective as per project document) Encourage participation of the public in the constitutional and parliamentary development process by supporting the civil society and academic world to produce educational resources and carrying out civic education initiatives.</p>						
<p>IP Output 2.1 Supported civil society and academic networks to work on civic education programs on the revised constitution and on parliamentary affairs.</p>	<p>Indicator 2.1.1 CSO/NGO/Academic networks that have been supported in the area of civic education and the services these networks are capable of providing.</p>	N/A	N/A	<p>1 NGO (Insan Iraqi Society) granted to implement phase 1 and 2 of peacebuilding project in Kirkuk; 1 person hired to carry out ongoing, field monitoring of grant implementation.</p>	<p>NGO's, UNOPS internal reports.</p>	<p>Scope of this outcome was modified in the budget revision request (approved as of 19<sup>th</sup> May 2008). It was planned that civil society activities in the project would focus on raising awareness of the draft of reviewed Constitution prior to national referendum. However, work on Constitutional Review has not been finalised, thus no referendum held. It has therefore not been possible to focus on any particular draft to be presented to Iraqi citizens. For these reasons it is premature to engage in any activities aiming at preparing grounds for constitutional referendum. Therefore focus was put on civil society activities related to community based initiatives promoting peacebuilding between various groups.</p>
	<p>Indicator 2.1.2 Events organised and support provided by these networks in the area of civic education</p>	N/A	N/A	<p>Training: 18 beneficiaries - business; 30 youth - mobile phone; 30 youth - computer maintenance; 9 youth - theatre; 53 women - decorative sewing. 2 advocacy trainings and session meetings with local authorities to present problems of Kirkuk inhabitants.</p>	<p>NGO's reports. UNOPS monitoring reports.</p>	
<p>IP Output 2.2 Educational resources made available for awareness campaigns, forums, and conferences through small grants provided to CSOs and Academic Institutions.</p>	<p>Indicator 2.2.1 Materials produced by the project, through CSOs, to further the understanding of the constitutional process.</p>	N/A	N/A	<p>Refer to comment.</p>	<p>Refer to comment.</p>	