



**IRAQ UNDAF FUND  
Project Document**

<b>Participating UN Organization(s) (specify Coordinating Organization)</b> UNDP	<b>Priority Working Group(s):</b> Governance and Human Rights
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Programme Title:
Institutional Development of the Iraqi Anti-Corruption Academy

Programme Number:
P1-03

Programme Costs:	
<b>IRAQ UNDAF FUND:</b>	US\$ 2,727,273
<b>Govt. Contribution:</b>	
<b>UN Organization Core:</b>	US\$ 100,000
<b>Other:</b>	
<b>TOTAL (USD):</b>	US\$ 2,827,273

Programme Location:	
<b>Governorate(s):</b>	Nation-wide
<b>District(s):</b>	
<b>Town(s):</b>	

### Project Description

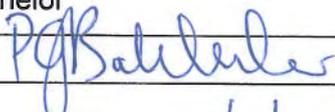
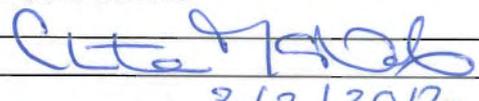
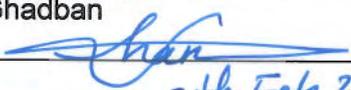
Considering that the legal and institutional anti-corruption framework has only recently been established in Iraq, there is a need to strengthen the institutional framework, and to streamline the laws and regulations that govern the mandates, powers, and interaction between the various anti-corruption agencies. At the same time, legislative reform on its own will not be sufficient to combat corruption in Iraq, particularly if the personnel that is responsible for enforcing the law are not equipped with up to date knowledge and skills. There is widespread agreement that corruption has had a detrimental effect on the economy and on the public sector's performance. Iraq's oversight agencies are seeking to combat these trends by adhering to the highest standards of transparency, accountability, democracy and good governance. Given all of the above, there is a strong and urgent need for Iraq to have anti-corruption agencies that are knowledgeable, skilful, motivated and committed. In that context, UNDP is aiming to provide administrative and technical assistance to the newly established Anti-Corruption Academy, particularly with a view to enabling capacity building and knowledge development for the country's anti-corruption agencies.

<b>Line Ministry / Authority Responsible:</b> The Iraqi Commission of Integrity	<b>Project Duration:</b> Total duration (in months): 30 Months Expected Start date <sup>1</sup> : 1 March 2012 Expected End date: 31 August 2014
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### Review & Approval Dates

<b>Line Ministry/ National Authority</b> <b>Endorsement Date:</b> <b>PCN Approval Date:</b> <b>PWG/ Sub-PWG Review Date:</b> <b>Steering Committee Approval Date:</b>	The Iraqi Commission of Integrity 15 December 2011 05 January 2012 14 January 2012 18 January 2012
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### Signatures of Participating UN Organizations and Steering Committee Chair

<b>I.</b>	<b>Name of Representative</b>	Peter Batchelor
	<b>Signature</b>	
	<b>Name of UN Organization</b>	UNDP
	<b>Date</b>	8/2/12
<b>II.</b>	<b>Name of Steering Committee Chair (UN)</b>	Christine McNab
	<b>Signature</b>	
	<b>Date</b>	8/2/2012
<b>III.</b>	<b>Name of Steering Committee Chair (GOI)</b>	Thamir Al-Ghadban
	<b>Signature</b>	
	<b>Date</b>	8th Feb 2012

<sup>1</sup> The official start date of any approved project/programme occurs when funds are transferred by MPTF Office.

**Relevant NDP Goal(s):**

- 12.1 Modernizing the Public Sector,
- 12.3 Combating Corruption
- 12.4.1 Rule of Law
- 12.4.2 Building partnerships
- 12.4.3 Transparency
- 12.4.4 Responsiveness
- 12.4.6 Justice and inclusiveness
- 12.4.7 Effectiveness and efficiency
- 12.4.8 Accountability

**Relevant UNDAF Priority Area Outcome:**

Outcome 1.2: The Iraqi state has more efficient, accountable and participatory governance at national and sub-national levels

**The project also indirectly contributes to the following UNDAF Priority Areas:**

1. Inclusive and more equitable economic growth
2. Environmental management and compliance
3. Investment in human capital.

**UNDP Country Programme and CPAP**

Strengthened regulatory frameworks, institutions and processes in place for accountable, transparent and participatory governance at national and local levels

**Project Budget Breakdown  
by  
Source of Funds and Participating UN Organization**

**Total Project Budget (in US \$):**                      **2,827,273**

Participating UN Organization	Iraq UNDAF Fund (US \$)	GOI Funds <sup>2</sup> (US \$)	Participating UN Organization Funds (US \$)	
			Core Funds	Non –core
UNDP	2,727,273		100,000	
<b>Total Budget (US \$)</b>	<b>2,727,273</b>		100,000	

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<sup>2</sup> The Government of Iraq has recently constructed the Anti corruption Academy at a cost of US\$23,831,000 ( land and building)

## 1. Executive Summary

Considering that the legal and institutional anti-corruption framework has only recently been established in Iraq, there is a need to strengthen the institutional framework, and to streamline the laws and regulations that govern the mandates, powers, and interaction between the various anti-corruption agencies. At the same time, legislative reform on its own will not be sufficient to combat corruption in Iraq, particularly if the personnel that is responsible for enforcing the law is not equipped with up to date knowledge and skills.

There is widespread agreement that corruption has had a detrimental effect on the economy and on the public sector's performance. Iraq's oversight agencies are seeking to combat these trends by adhering to the highest standards of transparency, accountability, democracy and good governance.

The project supports the NDP of Iraq, through contributing to the goals related to modernizing the Public Sector, combating corruption, rule of law, building partnerships, transparency, responsiveness, justice and inclusiveness, effectiveness and efficiency and accountability.

The proposed project implemented by UNDP aims to support the institutional development of the Iraqi Anti-Corruption Academy through the following two outputs:

Output 1: The Iraqi Anti Corruption Academy has the capacity to undertake its functions effectively.

Output 2: The Iraqi Anti Anti-Corruption Academy has the capacity to deliver training courses on anti corruption related matters

This is to ensure that

- (i) The Academy will be staffed with national experts and trainers capable of delivering training sessions in modern techniques of investigation, intelligence, auditing, prosecution and prevention to anti-corruption personnel.
- (ii) The Academy's establishment allows the oversight agencies to ensure that their staff will be provided with up to date and continuing skills and education on their field of expertise.
- (iii) The Academy will serve as a focal point for functional inter-agency strategic and tactical coordination.
- (iv) Training sessions carried out at the Academy will contribute to the effort of producing a knowledgeable, skilful, motivated and committed workforce.

Given all of the above, there is a strong and urgent need for Iraq to have anti-corruption agencies that are knowledgeable, skilful, motivated and committed. In that context, UNDP is seeking to provide administrative and technical assistance to the newly established Anti-Corruption Academy, particularly with a view to enabling capacity building and knowledge development for the country's anti-corruption agencies.

The services of individual technical experts in the areas of institutional capacity building and anti-corruption such as the Commission of Integrity, the Board of Supreme Audit, Academia and the Inspectors General will also be called upon.

## **2. Situation analysis**

Post-conflict reconstruction is normally characterized by a large scale injection of resources in an environment where the legal and institutional frameworks are weak, fragile or inexistent and the expertise scarce. Detection of crime is weak and law enforcement is difficult. The surviving governing structures especially at the provincial and local levels typically have poor financial, fiscal, administrative and regulatory capacities with limited oversight over informal and sometimes criminalized sectors. The lack of public participation in reconstruction exacerbates the state's vulnerability to corruption, the waste of available resources (which are usually scarce), the lack of maintenance and monitoring by beneficiaries and further delegitimizes the state's legitimacy.

All of the above symptoms recurred in Iraq. The Iraqi state has long teetered on the verge of collapse as a result of the cumulative effect of decades of violence, sanctions, isolation and insecurity. Since 2003, it has suffered from a number of other factors, including:

- renewed civil conflict;
- significant institutional confusion that was caused by the sudden introduction of a number of new bodies to the Iraqi state's framework; and
- new rules governing the relationship between institutions.

These factors, amongst many others, have contributed to:

- the breakdown in state authority;
- the perception amongst most Iraqis that corruption is rampant throughout government;
- the state's failure to improve the delivery of essential public services to its citizens (including basic health care, education, and the provision of electricity); and
- the current budgetary crisis, which has been forcing Iraq to borrow billions of dollars yearly, despite its comparatively large annual state budget.

## **3. Project context and its relevance to NDP and UNDAF, including Crosscutting Themes, and UN Organization Experience including any Lessons Learned**

### **Project Context**

#### ***Corruption in Iraq and the current anti-corruption framework***

In March 2008, as part of its effort to reduce opportunities for corruption and improve the delivery of services, the GOI became a signatory to the United Nations Convention against Corruption (UNCAC), a commitment that was originally made in the International Compact with Iraq (ICI). This followed the first international anti-corruption conference for Iraq, held in Baghdad in March 2008, during which the Government, together with the heads of the main Iraqi anti-corruption agencies, including:

- the Commission on Integrity (CoI);
- the Board of Supreme Audit (BSA);
- the Inspectors General (IGs);
- the Joint Anticorruption Council (JACC); and
- the Council of Representative - Integrity Committee (CoR -IC).

These institutions jointly declared their intention to carry out a number of actions, including but not limited to the following:

- developing a comprehensive national anti-corruption strategy;
- strengthening the relevant legal and institutional anti-corruption framework as well as the related operational capacities of Iraq's anti-corruption agencies;
- reviewing and streamlining the existing legal and institutional framework;
- establishing effective preventive measures for corruption, such as codes of conduct, asset declaration systems, and effective auditing standards;
- promoting ethical conduct, transparency and accountability throughout society;
- designing a public complaints and whistleblower protection system; and
- building domestic capacities to recover the proceeds of corruption.

Under UNDP and UNODC's technical support (through an integrated Project funded through the US – DoS titled Compliance of Iraq with the UNCAC), the first National Anti-Corruption Strategy was developed and launched in March 2010 and is currently being rolled out country wide. However, although the UNCAC's ratification has been a major achievement for the GoI, there is at present a need to enhance the current institutional framework and translate the UNCAC's provisions into reality.

### ***The Iraqi Anti-Corruption Academy***

On 2 December 2010, Iraq signed the agreement for the establishment of the International Anti-corruption Academy (the 'IACA' or the 'Academy'). The Iraqi government officials that participated in the negotiation of that agreement expressed strong support for IACA's goals and reiterated Iraq's keen interest in reinforcing its expertise in anti-corruption. With its signature, Iraq underlined its strong commitment to the fight against corruption.

Iraq's anti-corruption framework is still being developed. A number of key weaknesses have been identified:

- The working relationship between Iraq's various anti-corruption agencies, reporting lines, standard operating procedures and individual working methods are still being developed, and will continue to need support for some time;
- The laws and regulations that govern the mandates, powers, and interaction between the various anti-corruption agencies must be streamlined;
- The annual state budget is spent through a large number of State entities and must be subjected to more effective oversight if any effort to reduce the amount of waste and corruption in the system is to be successful; and
- There is also a need to strengthen the institutional capacities of the principal anti-corruption institutions of Iraq (including the CoI, the BSA, the IGs, the Joint Anti-Corruption Council and the CI), in particular by providing detailed and targeted training sessions to their staff members.

This Project is indirectly concerned with all of these avenues of reform, but is only directly concerned with the last. The country's oversight agencies are now seeking to consolidate concepts of transparency, accountability, democracy and good governance. In that context, the Project is expected to provide the technical and administrative support to the newly established Iraqi Anti-Corruption Academy as a platform for enhancing the oversight agencies' ability and efficiency by providing detailed and targeted education and professional training courses to the agencies' staff.

## **UN Organization Experience in the Priority Area and Lessons Learned:**

Globally, UNDP brings substantive experience to support governments in good governance. In Iraq, UNDP has been working to support the Government of Iraq in several governance initiatives as detailed in Annex B. UNDP have supported oversight authorities specifically the Board of Supreme Audit (BSA) in its institutional strengthening to promote good governance, honesty, transparency and accountability in the use and management of public resources. This included capacity building activities targeting the BSA auditors (including the Kurdistan region) in ten different fields of audit, and support in drafting guidelines, a code of conduct and measures against fraud. In addition, UNDP supported the establishment of an internal training unit and donor aid Coordination Secretariat.

UNDP and UNODC have also provided the needed technical support to develop the first National Anti-Corruption Strategy which was launched in March 2010 and the compliance of the Iraqi Government with the United Nations Conventions against Corruption (UNCAC).

UNDP through its work in this field has learned several lessons that will be taken into consideration in this project. This is mainly related to the importance of ensuring coordination among the different oversight authorities in Iraq for clarity on roles and responsibilities, complementarily in the functions and harmonization of relevant approaches in line with best practices.

### **The Proposed Project**

The CoI officially launched the Academy, the first of its kind in the region, in December 2010. The Academy's establishment reflects the seriousness of the Iraqi government's commitment to combat corruption and to improve public service delivery system. The Academy's objective is to improve the institutional capacity and to fight corruption over the long term by:

- promoting and strengthening all measures aimed to prevent corruption;
- promoting transparency, integrity and accountability in the Iraqi state and in the private sector by encouraging the public and private sectors' participation in the field of anti-corruption;
- supporting international cooperation and technical assistance in this field;
- establishing effective programmes for the personnel of the oversight agencies, through the utilization of national, regional and international expertise, in order to raise their professional efficiency;
- creating specialized scientific and practical training programs;
- exchanging good practices;
- adopting scientific and field studies to come up with effective anti-corruption strategies; and
- strengthening the good governance in the state and this in turn will create opportunities, options and freedoms in all economic, social and political areas, particularly in the changing nations to achieve welfare and progress for all citizens.

A number of online training courses for staff of the Iraqi oversight agencies in order to improve their skills and competencies regularly. The benefits of these online training courses include:

- Increased flexibility and self paced training;
- Fast, effective and more training with less cost; and
- Up-to-date content ensuring that the most accurate and relevant information reaches trainees as quickly as possible.

## **Project outputs and activities:**

The key expected outputs of the proposed project are:

Output 1: The Iraqi Anti Corruption Academy has the capacity to undertake its functions effectively.

Output 2: **The Iraqi Anti Anti-Corruption Academy has the capacity to deliver training courses on anti corruption related matters**

### **Output 1    The Iraqi Anti Corruption Academy has the capacity to undertake its functions effectively**

*Activity 1.1        Carry out a needs assessment determining the Academy's administrative, operational, financial and sustainable requirements*

A needs assessment to determine the Academy's administrative, operational, financial and sustainable requirements will be conducted by two experts specialized in anti-corruption matters who will be identified and retained by UNDP-Iraq. The needs assessment will be required to determine options for the Academy's administrative structure, whether it should include some of the following positions and departments, and if so, what their needs are:

- Director, responsible for the Academy's day-to-day management and its substantive programme.
- Administration and management division, responsible for managing administrative and financial matters for all staff, ensuring all available services for all courses being conducted, preparing annual budget for the Academy, managing allocated budgets and expenses for the Academy.
- Academic staff, including full time and part time or visiting staff.
- Faculties.
- Establishing Centres.

*Activity 1.2        Working session to determine the Academy's organizational structure*

A 3 days working session will bring together representatives from the COI and UNDP-Iraq in addition to national and international experts. The purpose of the working session will be to present and debate the results of the needs assessment and to determine the Academy's organizational structure.

*Activity 1.3        Working session to determine each faculty and centre's requirements and staffing levels*

A 3 day working session will be organized and will bring together representatives from the COI and UNDP-Iraq in addition to experts recruited by UNDP-Iraq in order to determine each faculty and centre's requirements including the type of staffing levels that they might require.

*Activity 1.4        Setting up and equipping the various faculties*

Setting up, furnishing and equipping the Academy's faculties with sufficient and adequate facilities and technical means. The Academy will include the following faculties:

- Law and prosecution;
- Investigation;
- Auditing;
- Intelligence;
- Prevention of corruption;
- Enforcement;
- Information technology;
- Strategic management; and
- Performance management.

*Activity 1.5      Setting up and equipping the various centres*

Setting up, furnishing and equipping the Academy's centres with sufficient and adequate facilities and technical means. The Academy will include the following centres:

- Corporate integrity development centre;
- International studies centre;
- Basic training centre;
- Planning, research and corporate centre.

**Output 2      The Iraqi Anti Anti-Corruption Academy has the capacity to deliver training courses on anti corruption related matters**

*Activity 2.1      Employing sufficient and experienced national staff*

The GOI will retain experienced staff including administrative staff, academics, and trainers specialized in anti-corruption matters. UNDP-Iraq, through the Project management's staff, will provide relevant assistance necessary in order to assist in the recruitment process.

*Activity 2.2      Developing programme curricula*

UNDP-Iraq, in consultation with the COI, will identify academics and experts specialized in anti-corruption matters who will contribute to the programme and curricula development and who will be retained by UNDP-Iraq. The curricula will offer research and best practices and will be taught by national and international academics, trainers and practitioners and will include courses, workshops, training and research and will offer accredited academic study programmes. The curricula should be improved regularly in terms of teaching techniques and substantive content.

*Activity 2.3      Developing training courses*

UNDP-Iraq, in consultation with the COI, will identify academics and experts specialized in anti-corruption matters who will be retained by UNDP-Iraq and will contribute to the design and development of the training courses in various fields such as investigation, prosecution, Intelligence, prevention, financial management, security, leadership, training for trainers and information technology.

*Activity 2.4      Conduct training session based on new training courses and curricula*

The training curriculums will be piloted through a training that will be conducted for 12 staff

members from the different oversight authorities. The training materials will be finalised based on the feedback received from the trainees. In addition the trainees will fill in detailed evaluation forms on the training sessions.

*Activity 2.5 Conduct training session for the Academy staff*

A training session will be organized for academic and administrative staff in order to familiarize them with the training courses and curricula. The trainees will be asked to fill in detailed evaluation forms on the training sessions.

*Activity 2.6 Developing online training courses*

A team of experts, retained by UNDP-Iraq, will be responsible for developing online training courses for staff of the Iraqi oversight agencies in order to improve their skills and competencies regularly. All participants who complete the courses successfully will be issued a course certificate.

### **Increasing Gol participation and building sustainability**

UNDP-Iraq will encourage the direct participation of its Iraqi counterparts throughout Project implementation and will work to ensure the Project outcome's sustainability by allowing for a greater involvement of Iraqi officials in the Academy's development.

Throughout Project implementation, UNDP will encourage the active involvement of the Col's senior management and of the Project Senior Beneficiary Group (Col, BSA, IGs, HJ, Col-Co). The Project Senior Beneficiary Group will also be one of the ways in which the Project will encourage Iraqi officials to adopt a more reform-minded outlook towards their work. Given that the Group will be involved at all stages of the Project's implementation, by Project completion, it will have contributed to the establishment of a significant amount of experience in reform practices for the Academy's development.

### **Project beneficiaries**

The Project's beneficiaries include but are not limited to the following:

- (i) The Col and its staff;
- (ii) All 34 Offices of the Inspectors General and their staff members;
- (iii) The BSA and its staff;
- (iv) The CI;
- (v) The Joint Anti-Corruption Council;
- (vi) The Judiciary; and
- (vii) The Central Bank's Anti-Money Laundering Unit.

The Project's indirect beneficiaries include, but will not be limited to the following:

- (i) Iraqi civil service at large as well as staff, as a result of the fact that their working relationship with the oversight agencies will be strengthened;
- (ii) Iraqi Ministries;
- (iii) Iraqis that depend on services provided by specific ministry, as a better trained staff will necessarily translate into greater scrutiny and oversight of ministry staff and other public sector institutions, which will in turn translate into a higher degree of professionalism amongst public sector staff, which will, finally, translate into a better delivery of services to Iraqi citizens.

## **Cross-cutting issues**

The Project will involve a number of cross cutting issues, including but not limited to the followings:

- (i) Gender equality;
- (ii) Anti-corruption; and
- (iii) Human rights.

Specific actions relating to gender will be conducted, including:

- Gender assessments;
- Recording gender disaggregated data;
- Development and application of gender sensitive tools;
- Training and staffing with a proportional representation of both gender; and
- Special training to enhance the understanding of the need for a gender sensitive approach and familiarization with CEDAW, MDGs and gender responsive budgeting.

The project will adhere to UNDP's corporate policies and approaches as well as international best practices regarding anti-corruption and human rights.

It is envisaged that through the proper technical support and capacity development (e.g. Inspectors General for the Ministry of Environment, Ministry of Youth and Ministry of Labour) that certain areas such as environmental issues, employment and decent work, youth will positively impacted.

## **Communications**

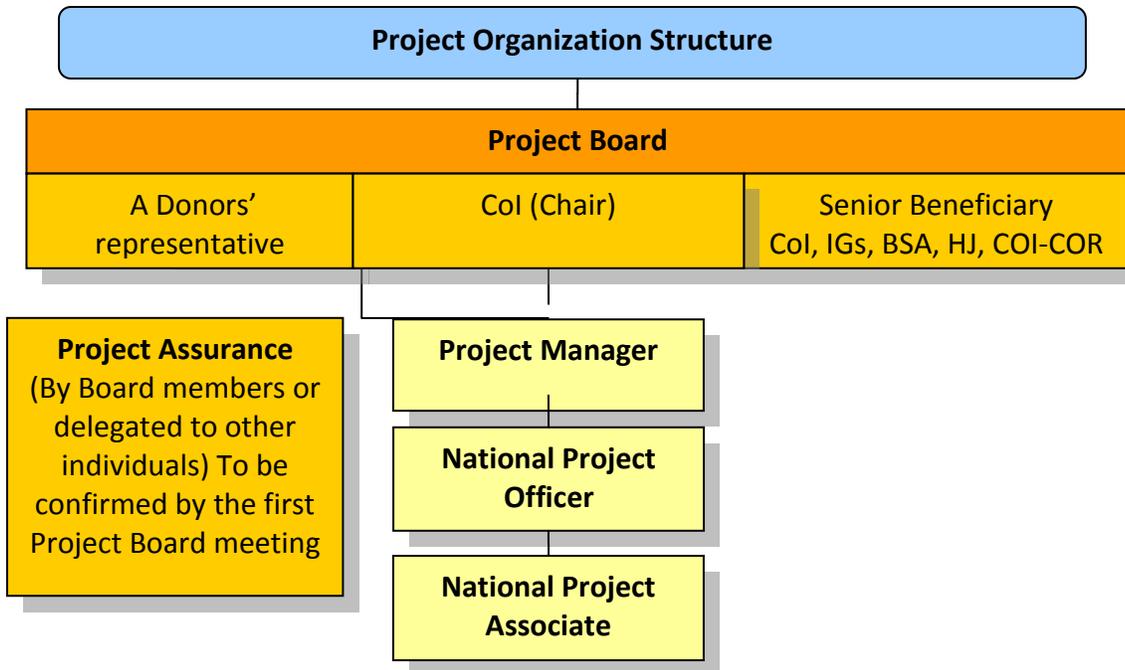
Efforts will be made throughout Project implementation to ensure that the people of Iraq and members of the international community are aware of the Project and of its results in addition to the role of the COI and the Academy. Communication activities may include such things as: press releases; providing photos and testimonials for the UNDP website; the establishment of an independent website for the Academy itself; and producing factsheets on the Project.

#### 4. Table 1 - Results Framework

<b>Project Title</b>	Institutional Development of the Iraqi Anti-Corruption Academy					
<b>UNDAF Priority Area</b>	1. Improved Governance, including the protection of Human Rights.					
<b>Relevant MDG(s)</b>	All MDGs					
<b>Relevant NDP goals</b>	12.1 Modernizing the Public Sector, 12.3 Combating Corruption, 12.4.1 Rule of Law, 12.4.2 Building partnerships, 12.4.3 Transparency, 12.4.4 Responsiveness, 12.4.6 Justice and inclusiveness, 12.4.7 Effectiveness and efficiency, 12.4.8 Accountability					
<b>Relevant UNDAF Priority Area Outcome:</b> The Iraqi state has more efficient, accountable and participatory governance at national and sub-national levels						
<b>Project Outputs</b>	<b>UN Org.</b>	<b>Other Implementing partner(s)</b>	<b>Performance Indicators</b>	<b>Baseline</b>	<b>Target</b>	<b>Means of Verification</b>
<b>Output 1:</b>  <b>The Iraqi Anti Corruption Academy has the capacity to undertake its functions effectively</b>	UNDP	Col	1.1 A comprehensive needs assessment determining the Academy's administrative, operational, financial requirements completed.	1.1 NO	1.1 Yes	1.1 Needs Assessment document
			1.2 The Anti corruption Academy organizational structure prepared	1.2 No	1.2 Yes	1.2 Organizational structure
			1.3 Number of faculties established and equipped.	1.3 0	1.3 To be determined based on needs assessment results	1.3 Project progress report
			1.4 Number of centres established	1.4 0	1.4 4	1.4 Project progress report
<b>Output 2:</b>	UNDP	Col	2.1 Number of training curriculums prepared	2.1 0	2.1 9	2.1 Training

<b>The Iraqi Anti Anti-Corruption Academy has the capacity to deliver training courses on anti corruption related matters</b>			2.2 Number of Anti corruption Academy staff trained	2.2 0	2.2 12	Curriculums 2.2 training reports
			2.3 Percentage of trainees satisfied with the relevance and quality of the training delivered	2.3 NA	2.3 75%	2.3 trainees feedback forms
			2.4 Number of online training courses targeting the staff of oversight agencies developed	2.4 0	2.4 4	2.4 Project progress report

## 5. Management and coordination arrangements



The Institutional Development of the Iraqi Anti-Corruption Academy project will be administered through direct implementation (DIM) and all aspects of the programme will comply with UNDP guidelines for DIM.

### Project Board

The project will establish a board which will meet quarterly to oversee the progress of the project and provide strategic guidance including approval of programme work plans, budget, programme revisions, and reporting. The project board is responsible for programme oversight, including ensuring that appropriate project management milestones are completed, that the programme benefits from independent oversight and monitoring, and that the project works closely with all key partners.

The project board will be co-chaired by GOI and UN and will include membership of representatives of the BSA, the IGs, High Judiciary (HJ), the Committee of Integrity at the Council of Representatives (CoR-Col) and UNDP Project Manager. Project assurance on behalf of the board will be the responsibility of the UNDP-Iraq Crisis Prevention and Recovery Advisor and the Governance Programme Associate. Backstopping support to the board will be provided by UNDP staff.

### Project Staff - Coordination and Collaboration with other Projects

Staff cost will be shared with a related project "English Language for the investigators and investigative judges for the Col and the HJ respectively in order to minimise the cost for this project.

## **6. Feasibility, risk management and sustainability of results**

The GoI has remained entirely supportive of the Project, and has already completed much of the ground work, including a major infrastructure project, that is necessary in order for the Academy to be able to commence work. The GoI designated the CoI as the body responsible for the Anti-Corruption Academy. The Academy's establishment recently passed an important milestone after a purpose built premises for the Academy was recently constructed at a cost of \$ 23,831,000 (land and building). The premises have a size of 8540m<sup>2</sup> and are located in the International Zone. Two further phases of construction are currently underway (including the extension to the current facilities and lodgings). The CoI will continue to be the main counterpart for this Project.

National ownership of the Project is crucial to ensure the applicability of the Project's outputs and strategy to the Iraqi context, as well as to ensure the legitimacy required to ensure participation and acceptance by national institutions. The Project's staff will work to ensure widespread participation of Iraqi experts and stakeholders at all stages, particularly with a view to providing continuity and sustainability after the completion of the Project.

## Risk Log

<b>Project Title:</b> Institutional Capacity Development of the Iraqi Anti-Corruption Academy	<b>Award ID:</b>	<b>Date:</b> 1 February 2012 – 31 July 2014
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#	Description	Date Identified	Type	Impact and Probability	Countermeasures / Mgmt response	Owner	Submitted, updated by	Last Update	Status
1	Unstable security situation in Iraq	PRODOC	Operational	Potential delay in implementing the Project activities	Countermeasure: Ongoing analysis of security situation and compliance with UNDP security guidelines	UNDP	UNDP Project Manager		
2	Operational issues delay training sessions or workshops.	PRODOC	Operational	Delay in implementing Project activities	Countermeasure: Coordinate with COI to ensure that classes do begin  Mgmt response: Identify alternative time to undertake activities	UNDP	UNDP Project Manager		
3	Operational issues delay Monitoring and Evaluation plan: Although UNDP has increased their presence in Iraq recently, management of this Project will be from Amman for the foreseeable future.	PRODOC	Operational	Disruption to monitoring and evaluation plan	Mgmt response: Use of local UN staff to monitor activities  Trips undertaken to Iraq by UNDP Amman-based staff for monitoring	UNDP	UNDP Project Manager		

#	Description	Date Identified	Type	Impact and Probability	Countermeasures / Mgmt response	Owner	Submitted, updated by	Last Update	Status
4	Difficulty identifying proper participants and obtaining proper travel documents for training programs	PRODOC	Organizational	Delay achieving some activities of the WP	Countermeasure: Liaise effectively with COI to select proper participants and facilitate required travel documents  Training provided inside Iraq, so fewer issues with travel documents	UNDP Project Manager	UNDP Project Manager		

## 7. Monitoring, evaluation, and reporting

Reporting will follow the standard Iraq UNDAF Fund rules and procedures: quarterly progress reports will be prepared (fiches), annual progress reports and a Final Report at the end of the project that will provide final analysis, findings, lessons learned and recommendations.

Both financial and narrative reporting will be conducted in line with the MoU with the AA as well as with the UNDP standard internal requirements.

In addition in accordance with the programming policies and procedures outlined in the UNDP User Guide, the Project will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (page 22), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the Project implementation.
- Based on the information that will have been recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A Project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the Project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual Project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the Project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
- **An Independent Evaluation.** An evaluation focusing on the Project's contribution to the intended outcome will take place in line with the UNDP Evaluation Policy and the CO Evaluation Plan, following the Project's completion to assess development results [i.e. outputs and outcome rather than impact]. The evaluation will be conducted by a specialized team of experts and will serve as a basis to set the strategic direction of following Projects.

**The Monitoring framework - Quality management for Project activity results is attached in Annex C**

## 8. Legal Context

The Iraq UNDAF 2011-2014, co-signed by the Government and the UNCT including UNDP is a strategic programming tool and provides basis for UN's technical assistance in Iraq. It articulates Iraq's recovery and transition towards longer-term development by providing a coherent and coordinated strategy for the delivery of UN assistance in line with Iraq's national priorities stipulated in NDP 2010-2014 and relevant MDGs, following the underlying principles of the UN Reform Process and the Paris Declaration on Aid Effectiveness. The Iraq UNDAF Fund has been established to support the UNDAF implementation.

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999).

The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

9. Table 2 - Work plans and Budgets (Period Covered by the Work Plan Feb 2012 - Jul 2014)

EXPECTED OUTPUTS	PLANNED KEY ACTIVITIES	TIMEFRAME										Implementing Partners	PLANNED BUDGET USD	
		2012				2013				2014				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2			
Output 1:  The Iraqi Anti Corruption Academy has the capacity to undertake its functions effectively	1.1 Conduct needs assessment determining the Academy's administrative, operational, financial and sustainable requirements;												UNDP	1,555,212
	1.2 Working session to determine the Academy's organizational structure.												UNDP	
	1.3 Working session to determine each faculty and centre's requirements and staffing levels												UNDP	
	1.4 Setting up and equipping the various faculties												UNDP	
	1.5 Setting up and equipping the various centres												UNDP, COI and experts	
Output 2:  The Iraqi Anti Anti-Corruption Academy has the capacity to deliver training courses on anti corruption related matters	2.1 Employing experienced national staff												UNDP, GOI and COI	1,272,061
	2.2 Developing programme and courses curricula												UNDP, Experts	
	2.3 Establishing training courses												UNDP, Experts	
	2.4 Developing online training courses												UNDP, COI and experts	
	2.5 Conduct training session for staff												UNDP, COI and experts	
	2.6 Conduct training session based on training courses and curricula												UNDP, COI and experts	
<b>GRAND TOTAL</b>														<b>2,827,273</b>

## 10. Budget

**Table 3 – Project Budget Summary (Iraq UNDAF Fund Only)**

PROJECT BUDGET		ESTIMATED UTILIZATION OF RESOURCES (US\$)		
CATEGORY	AMOUNT (US\$)	Year 1	Year 2	Year 3
<b>1. Supplies, commodities, equipment and transport<sup>3</sup></b>	598,549	12,300	582,799	3,450
<b>2. Personnel (staff, consultants and travel)</b>	1,735,501	397,944	1,157,585	179,972
<b>3. Training of counterparts</b>	108,000	40,000	0	68,000
<b>4. Contracts</b>	0	0	0	0
<b>5. Other direct costs</b>	106,803	38,505	38,505	29,793
<b>Total Project Costs</b>	<b>2,548,853</b>	<b>488,749</b>	<b>1,778,889</b>	<b>281,215</b>
<b>Indirect Support Costs (7 %)</b>	178,420	73,985	73,985	30,450
<b>TOTAL</b>	<b>2,727,273</b>	<b>562,734</b>	<b>1,852,874</b>	<b>311,665</b>

<sup>3</sup> This is not including UNDP core funds of \$100,000 allocated to the supplies budget lines which has been included in the detailed budget (Annex A)

## ANNEX A: Detailed Budget

CATEGORY	ITEM DESCRIPTION	UNIT COST	NO. OF UNITS	AMOUNT	Year 1	Year 2	Year 3
1. Supplies, commodities, equipment <sup>4</sup>	IT and Equipment			676,949	0	676,949	0
	Stationery and office supply	400	30	12,000	4800	4800	2400
	Computers, maintenance and Licensing	3,200	3	9,600	7,500	1,050	1,050
<b>Sub-Total"1"</b>				<b>698,549<sup>5</sup></b>	<b>12300</b>	<b>682,799</b>	<b>3450</b>
2. Personnel (staff, consultants, travel)	Project Manager (shared with another project - Amman)	9,906	30	297,180	118,872	118,872	59,436
	Project Officer (shared with another project - Baghdad)	2,154	30	64,620	25,848	25,848	12,924
	Project Associate (shared with another project - Amman)	1,420	30	42,600	17,040	17,040	8,520
	Reporting (shared with another project - Amman)	1,132	30	33,960	13,584	13,584	6,792
	Monitoring	800	30	24,000	9,600	9,600	4,800
	Individual contract ( external evaluation)			22,500			22,500
	Individual Consultants			1,153,141	138,000	965,141	50,000
	Travel			97,500	75,000	7,500	15,000
<b>Sub-Total"2"</b>				<b>1,735,501</b>	<b>397,944</b>	<b>1,157,585</b>	<b>179,972</b>
3. Training of counterparts				108,000	40,000	0	68,000
<b>Sub-Total"3"</b>				<b>108,000</b>	<b>40,000</b>	<b>0</b>	<b>68,000</b>
4. Contracts				0	0	0	0
<b>Sub-Total"4"</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Sub - Total (1-4)</b>				<b>2,542,050</b>	<b>450,244</b>	<b>1,840,384</b>	<b>251,423</b>
5. Other direct costs	Common Premises			30,542	8,000	8,000	14,541
	Communications (1%)			25,421	10,168	10,168	5,084
	Security (2%)			50,841	20,336	20,336	10,168
<b>Sub-Total - Other direct costs</b>				<b>106,803</b>	<b>38,505</b>	<b>38,505</b>	<b>29793</b>
Total Project Costs				2,642,311	488,749	1,878,889	281,215
Indirect Support costs	GMS (7 %)			178420	73,985	73,985	30,450
<b>GRAND TOTAL</b>				<b>2,827,273</b>	<b>562,734</b>	<b>1,952,874</b>	<b>311,665</b>

<sup>4</sup>Including \$100,000 of UNDP core funds

## Annex B: UNDP Programme Status Profile

Each Participating UN Organization must complete a Profile of all its on-going JP/ programmes implemented within the same Priority Area in Iraq (including those funded through core, bilateral and undg ITF funds).

Sl. #	Programme ID #	Programme Title	Total Budget (US\$)	Total Delivery (up to 2010)	Commitments (% as of 30 Nov 2011)	Disbursements (% as of 30 Nov 2011)	Remarks
1	60142	Rule of Law and Justice	20,398,000	49.34%	-1.76%	9.80%	Bilateral
2	56801	Preparatory Assist.- Global Fund to Fight AIDS and TB programme in Iraq	24,647,343	42.85%	7.79%	34.25%	Global Fund
3	63566	Anti-Corruption	8,350,000	50.83%	2.68%	27.04%	Bilateral
4	80465	English Language Training for the Integrity and other Institutions	1,500,000	0.0%	0.0%	0.0%	Bilateral
5	C9-24	Support to Decentralization and Local Governance	6,118,704	56.49%	0.16%	20.64%	ITF
6	C9-27	Justice & ROL	5,909,994	50.29%	8.14%	43.85%	ITF
7	G11-20	IHEC TA Phase II	5,479,950	75.40%	1.70%	12.90%	ITF
8	C9-28	Support to GOI in Paris Declaration	1,000,000	67.01%	-18.20%	24.39%	ITF
9	74650	Reforming Judicial Training in Iraq	404,040	27.01%	2.84%	8.40%	Bilateral
10	C9-29a	Iraqi Public Sector Modernization	5,000,000	1.75%	13.32%	54.63%	ITF
11	C9-34	Support to the human right commission	902,751	0.1%	11.31%	81.18%	ITF
12	75376	Family Supp. Justice & Security	941,180	24.06%	19.90%	36.21%	Bilateral

<b>13</b>	75294	Support to the new COR	<b>300,000</b>	<b>0.0%</b>	<b>24.17%</b>	<b>24.17%</b>	<b>Multi-lateral</b>
<b>14</b>	76615	Strengthening the Administration	<b>3,200,000</b>	<b>0.0%</b>	<b>0.75%</b>	<b>19.52%</b>	<b>Bilateral</b>
<b>15</b>	77088	Peace and Development Analysis	<b>250,000</b>	<b>0.0%</b>	<b>29.26%</b>	<b>140.39%</b>	<b>Core</b>
<b>16</b>	G11-23	Institutional Development Support	<b>13,947,279</b>	<b>0.1%</b>	<b>0.99%</b>	<b>11.80%</b>	<b>ITF</b>
<b>17</b>	76819	Support for Rights of Minorities	<b>454,241</b>	<b>0.0%</b>	<b>20.50%</b>	<b>69.93%</b>	<b>Bilateral</b>
<b>18</b>	80586	INL- Justice Data Management	<b>3,800,000</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>Bilateral</b>
<b>19</b>	80503	Ninewa Minorities Dialogue Interfaith	<b>150,000</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>Bilateral</b>
		<b>TOTALS (US\$)</b>	<b>117,663,362</b>				

## Annex C: Monitoring framework - Quality management for Project activity results

OUTPUT 1: The Iraqi Anti Corruption Academy has the capacity to undertake its functions effectively		
<b>Activity Result 1.1 (Atlas Activity ID)</b>	Conduct needs assessment determining the Academy's administrative, operational, financial and sustainable requirements	Start Date: 1 Feb. 2012 End Date: 30 Sept. 2012
<b>Purpose</b>	A needs assessment will be conducted to determine the Academy's administrative, operational, financial and sustainable requirements.	
<b>Description</b>	Two experts specialized in anti-corruption matters will be identified and retained by UNDP-Iraq and will conduct the needs assessment. Their study will be completed in the context of this activity.	
<b>Quality Criteria</b>	<b>Quality Means of Verification</b>	<b>Date of Assessment</b>
Needs assessment completed	UNDP-Iraq	30 Sept. 2012

OUTPUT 1: The Iraqi Anti Corruption Academy has the capacity to undertake its functions effectively		
<b>Activity Result 1.2 (Atlas Activity ID)</b>	Workshop to determine the Academy's organizational structure	Start Date: 1 Jul. 2012 End Date: 30 Sept. 2012
<b>Purpose</b>	The purpose of the working session will be to present and debate the results of the needs assessment and to determine the Academy's organizational structure.	
<b>Description</b>	The workshop will bring together representatives from the COI and UNDP-Iraq in addition to national and international experts. The workshop will be carried out inside Iraq.	
<b>Quality Criteria</b>	<b>Quality Means of Verification</b>	<b>Date of Assessment</b>
Workshop organised	UNDP-Iraq	30 Sept. 2012

OUTPUT 1: The Iraqi Anti Corruption Academy has the capacity to undertake its functions effectively		
<b>Activity Result 1.3 (Atlas Activity ID)</b>	Workshop to determine each faculty and centre's requirements and staffing levels	Start Date: 1 Oct. 2012 End Date: 31 Dec. 2012
<b>Purpose</b>	A workshop will be organized in order to determine the faculty and centre's requirements including the type of staffing levels that they might require.	
<b>Description</b>	The workshop will bring together representatives from the COI and UNDP-Iraq in addition to experts recruited by UNDP-Iraq. The workshop will be carried out in Iraq.	
<b>Quality Criteria</b>	<b>Quality Means of Verification</b>	<b>Date of Assessment</b>
Working session organised	UNDP-Iraq	31 Dec. 2012

<b>OUTPUT 1: The Iraqi Anti Corruption Academy has the capacity to undertake its functions effectively</b>		
<b>Activity Result 1.4 (Atlas Activity ID)</b>	Setting up and equipping the various faculties	Start Date: 1 Jan 2013 End Date: 30 Sept. 2013
<b>Purpose</b>	Setting up, furnishing and equipping the Academy's various faculties.	
<b>Description</b>	The Academy's various faculties will be furnished and equipped with sufficient and adequate facilities and technical means.	
<b>Quality Criteria</b>	<b>Quality Means of Verification</b>	<b>Date of Assessment</b>
Faculties equipped	UNDP-Iraq	30 Sept. 2013

<b>OUTPUT 1: The Iraqi Anti Corruption Academy has the capacity to undertake its functions effectively</b>		
<b>Activity Result 1.5 (Atlas Activity ID)</b>	Setting up and equipping the various centres	Start Date: 1 Jan. 2013 End Date: 30 Sept. 2013
<b>Purpose</b>	Setting up, furnishing and equipping the Academy's various centres.	
<b>Description</b>	The Academy's various centres will be furnished and equipped with sufficient and adequate facilities and technical means.	
<b>Quality Criteria</b>	<b>Quality Means of Verification</b>	<b>Date of Assessment</b>
Centres equipped	UNDP-Iraq	30 Sept. 2013

<b>OUTPUT 2: The Iraqi Anti Anti-Corruption Academy has the capacity to deliver training courses on anti corruption related matters</b>		
<b>Activity Result 2.1 (Atlas Activity ID)</b>	Employing sufficient and experienced national staff	Start Date: 1 Jul. 2013 End Date: 30 Sept. 2013
<b>Purpose</b>	Experienced staff including administrative staff, academics, and trainers specialized in anti-corruption matters will be retained.	
<b>Description</b>	The GOI will retain the staff and UNDP-Iraq, through the Project management's staff, will provide whatever assistance necessary in order to assist in recruitment process.	
<b>Quality Criteria</b>	<b>Quality Means of Verification</b>	<b>Date of Assessment</b>
Staff retained	UNDP-Iraq	30 Sept. 2013

<b>OUTPUT 2: The Iraqi Anti Anti-Corruption Academy has the capacity to deliver training courses on anti corruption related matters</b>		
<b>Activity Result 2.2 (Atlas Activity ID)</b>	Developing programme and courses curricula	Start Date: 1 Jul. 2013 End Date: 31 Dec. 2013
<b>Purpose</b>	The programme and courses curricula will be developed and will offer research and best practices and will be taught by national and international academics, trainers and practitioners and will include courses, workshops, training and research and will offer accredited academic study programmes.	
<b>Description</b>	UNDP-Iraq, in consultation with the COI, will identify academics and experts specialized in anti-corruption matters who will contribute to the programme and courses curricula development and who will be retained by UNDP-Iraq.	
<b>Quality Criteria</b>	<b>Quality Means of Verification</b>	<b>Date of Assessment</b>
Programme & courses curricula developed	UNDP-Iraq	31 Dec. 2013

<b>OUTPUT 2: The Iraqi Anti Anti-Corruption Academy has the capacity to deliver training courses on anti corruption related matters</b>		
<b>Activity Result 2.3 (Atlas Activity ID)</b>	Establishing training courses	Start Date: 1 Jul. 2013 End Date: 31 Dec. 2013
<b>Purpose</b>	The training courses will be designed and developed in various fields such as investigation, prosecution, Intelligence, prevention, financial management, security, leadership, training for trainers and information technology.	
<b>Description</b>	UNDP-Iraq, in consultation with the COI, will identify academics and experts specialized in anti-corruption matters who will be retained by UNDP-Iraq and will contribute to the design and development of the training courses.	
<b>Quality Criteria</b>	<b>Quality Means of Verification</b>	<b>Date of Assessment</b>
Training courses developed	UNDP-Iraq	31 Dec. 2013

<b>OUTPUT 2: The Iraqi Anti Anti-Corruption Academy has the capacity to deliver training courses on anti corruption related matters</b>		
<b>Activity Result 2.4 (Atlas Activity ID)</b>	Developing online training courses	Start Date: 1 Jul. 2013 End Date: 31 Mar. 2014
<b>Purpose</b>	Online training courses will be developed for staff of the Iraqi oversight agencies in order to improve their skills and competencies regularly.	
<b>Description</b>	A team of experts, retained by UNDP-Iraq, will be responsible for developing online training courses for staff of the Iraqi oversight agencies.	
<b>Quality Criteria</b>	<b>Quality Means of Verification</b>	<b>Date of Assessment</b>
Online training courses developed	UNDP-Iraq	31 Mar. 2014

<b>OUTPUT 2: The Iraqi Anti Anti-Corruption Academy has the capacity to deliver training courses on anti corruption related matters</b>		
<b>Activity Result 2.5 (Atlas Activity ID)</b>	Conduct training session for staff	Start Date: 1 Jan. 2014 End Date: 31 Mar. 2014
<b>Purpose</b>	A training session will be organized for academic and administrative staff in order to familiarize them with the training courses and curricula.	
<b>Description</b>	The trainees will be asked to fill in detailed evaluation forms on the training sessions. The training session will be carried out within Iraq.	
<b>Quality Criteria</b>	<b>Quality Means of Verification</b>	<b>Date of Assessment</b>
Training session organized	UNDP-Iraq	31 Mar. 2014

<b>OUTPUT 2: The Iraqi Anti Anti-Corruption Academy has the capacity to deliver training courses on anti corruption related matters</b>		
<b>Activity Result 2.6 (Atlas Activity ID)</b>	Conduct training session based on new training courses and curricula	Start Date: 1 Apr. 2014 End Date: 30 Jun. 2014
<b>Purpose</b>	A training session will be conducted for the Academy staff based on the new training courses and curricula in order to ensure that the refinements are incorporated.	
<b>Description</b>	Following the first revision of the training courses and curricula, a second training session will be organized based on the new training materials in order to ensure that the refinements are incorporated. The trainees will fill in detailed evaluation forms on the training sessions. The training session will be carried out within Iraq.	
<b>Quality Criteria</b>	<b>Quality Means of Verification</b>	<b>Date of Assessment</b>
Training session organized	UNDP-Iraq	30 Jun. 2014