

UNDG IRAQ TRUST FUND

ANNUAL PROGRAMME¹ NARRATIVE PROGRESS REPORT

REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2011

Programme Title & Number

Programme Title: Institutional Development Support to the Independent High Electoral Commission (IHEC)

Programme Number : G11-23

MDTF Office Atlas Number: 76508

Country, Locality(s), Thematic/Priority Area(s)²

Country: Iraq

Locality: All governorates

Thematic area: Sector: Governance; Sub-sector: Electoral Support

Participating Organization(s)

UNDP (lead agency), UNOPS

Implementing Partners

IHEC, UNAMI

Programme/Project Cost (US\$)

MDTF Fund Contribution: **UNDP:** USD 13, 947,279
UNOPS: USD 10, 914,712
 • *by Agency* **Total:** USD 24, 861,991

Agency Contribution

• *by Agency N/A*

Government Contribution
N/A

Other Contribution
(donor) N/A

TOTAL: **Total:** USD 24,861,991

Programme Duration (months)

Overall Duration 36 months

Start Date³ 18 October 2010

End Date or Revised End Date, 17 October 2013

Operational Closure Date⁴ Anticipated October 2013

Expected Financial Closure Date

Programme Assessments/Mid-Term Evaluation

Assessment Completed - if applicable *please attach*

☐ Yes ☒ No Date: _____

Mid-Evaluation Report – if applicable *please attach*

☐ Yes ☐ No Date: _____

Submitted By

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¹ The term “programme” is used for programmes, joint programmes and projects.

² Priority Area for the Peacebuilding Fund; Sector for the UNDG ITF.

³ The start date is the date of the first transfer of the funds from the MDTF Office as Administrative Agent. Transfer date is available on the [MDTF Office GATEWAY](http://mdtf.undp.org) (<http://mdtf.undp.org>).

⁴ All activities for which a Participating Organization is responsible under an approved MDTF programme have been completed. Agencies to advise the MDTF Office.

NARRATIVE REPORT FORMAT

I. Purpose

- Provide the main objectives and expected outcomes of the programme.

This programme has been jointly developed by the UN and Iraq's Independent High Electoral Commission (IHEC) to support the IHEC in its continued development as a sustainable institution within the government structure of Iraq, carrying out its constitutional mandate independently, efficiently, transparently and accountably, in line with professional standards.

The programme aims to promote the Governance sector outcome and Joint Programme outcome *Strengthened electoral processes in Iraq*. The programme objectives aim to address significant gaps in the IHEC's institutional capacity to conduct electoral events in key areas, as defined in the following three outputs:

- Output 1: IHEC has strengthened institutional framework and organizational capacity to effectively conduct electoral processes as Iraq's permanent electoral institution, established under the constitution;
- Output 2: IHEC has enhanced human resource capacity by improving staff skills, knowledge and resources at both central and governorate office level, to enable staff to fulfill their functions effectively;
- Output 3: IHEC has improved technological capacity to manage electoral processes in a sustainable manner.

Outputs 1 and 2 are divided into sub-components. (See Section IV for further details).

- Explain how the Programme relates to the applicable Strategic (UN) Planning Framework guiding the operations of the Fund/JP²

UN Security Council Resolution (SCR) 1770 (extended by SCR 1830, 1883 and 1936) defines the mandate of UNAMI to provide assistance, support, and advice to the Iraqi government and the Iraqi Electoral Commission in order to maintain, administer and develop the electoral system in Iraq. This programme directly contributes to institutional development support to the IHEC.

Sector Outcome Team (SOT) Governance: Based on the above SCR and existing strategy planning frameworks, the Governance SOT included "Support to Institutional Development of the IHEC" in its Assistance Strategy for 2008/2010. The programme enhances the Governance Sector Outcome 1 Strengthened Electoral Processes in Iraq, aiming to enhance the ability of the IHEC to effectively manage and implement electoral processes in Iraq.

Iraq National Development Strategy (NDS 2007-2010): The programme contributes to the achievement of Pillar 4 of the Iraq NDS, strengthening good governance and improving security. The NDS specifically mentions that to achieve the goals of Pillar 4 it is required, among other things, to support the Iraqi electoral commission. This programme directly supports the development of the electoral commission to fulfil its constitutional mandate independently, transparently and professionally. The credibility of results and trust of stakeholders in electoral processes is key to consolidation of democratic processes in Iraq.

International Compact with Iraq (ICI): The programme contributes to the realisations of the objectives of the ICI, in particular Section 3.1.2, implementation of political/legislative timetable. Developing the capacities of IHEC within its institutional environment better enables it to fulfil its responsibilities effectively in conducting electoral events, as requested by the Government of Iraq (GoI). Furthermore, electoral events will be carried out in a transparent and efficient manner and in respect of Iraq's international obligations such as those arising from the United Nations International Covenant on Civil and Political Rights to which Iraq is a signatory country.

Millennium Development Goals (MDGs): The programme, while not directly related to the achievement of the MDGs, contributes to MDG 8: Develop a global partnership for development, which includes a commitment to good governance. The ability of the IHEC to implement fair and transparent electoral processes is a key element in building a stable and accountable political system in Iraq. Additionally, enhanced participation of Iraqi voters in electoral processes and the exercise of their democratic rights contribute towards development of good governance in Iraq.

The programme also contributes to MDG 3: Promote gender equality and empower women. The programme's activities aim to enhance awareness of how to ensure all target groups, including women, have equitable access to electoral processes, promoting inclusive participation. Enabling women's access is a specific component of IHEC's public outreach for electoral events, which is assessed on an on-going basis. The programme also aims to promote gender equality in IHEC's internal processes, through consideration of its principles in management policies and processes (Output 1.2) and to ensure both men and women benefit from all proposed programme activities.

During 2010, the UN Country Team (UNCT) made a transition in the frameworks which it uses. Key new documents were developed, which have a direct impact on this programme:

UN Development Assistance Framework (UNDAF) 2011-2014: The UNDAF was prepared by the UNCT in Iraq in consultation with the GoI and other partners with the aim of improving the lives of the people of Iraq, and particularly the most vulnerable, in alignment with the national priorities and the MDGs. This programme contributes to the achievement of Priority 1: Improved governance, including the protection of human rights. Under this priority, the UNDAF specifically states that 'Institutionalization of international standards regarding gender, free and fair elections, and accountability of the government to the people will be at the core of the UNCT's interventions'. Support to the IHEC in its purpose to conduct elections transparently, accountably and in line with professional standards within the context of the broader electoral environment directly promotes the Key Development Outcome 1.1 The Iraqi state has a more inclusive and participatory political process reflecting improved national dialogue.

The programme also contributes to UNDP frameworks which have been developed in close consultation and recently agreed between UNDP and the GoI:

Country Programme Document (CPD): The first Country Programme was endorsed by the GoI and approved by the Executive Board of UNDP on 03 September 2010. It is aligned with the National Development Plan and nested within the UNDAF. Country Programme Outcome 1 specifies: GoI and civil society have strengthened participatory mechanisms in place for electoral processes, national dialogue and reconciliation. Institutional development of the IHEC is relevant to this Country Programme Outcome not only in promotion of IHEC policies which enhance equitable inclusion of all voters, but also in the enhancement of the electoral context in which the IHEC operates, encouraging inclusive participation of all electoral stakeholders.

Country Programme Action Plan (CPAP): The CPAP is a signed legal agreement between the GoI and UNDP based on the CPD, which defines the mutual cooperation and programme of work shared between the Government and UNDP for 2011-2014. This further elaborates the CPD outcomes and respective outputs of UNDP, which are directly reflected in the current programme.

II. Resources

Financial Resources:

- Provide information on other funding resources available to the project, if applicable.

N/A

- Provide details on any budget revisions approved by the appropriate decision-making body, if applicable.

N/A

- Provide information on good practices and constraints related to the management of the financial aspects of implementing the programme, including receipt of transfers, administrative bottlenecks and/or other issues affecting the financial management of the programme.

N/A

Human Resources:

- National Staff: Provide details on the number and type (operation/programme).
- International Staff: Provide details on the number and type (operation/programme)

During the reporting period, the following staff members were in place to implement the programme:

No	Position Title - UNDP	International/ National	Duration (months)	Location
1	Institutional Development Programme Coordinator	International	12	Baghdad/Amman
2	Project Manager	International	5	Amman
3	Project Officer	National	1.5	Erbil
4	Project Associate	National	12	Amman
5	Project Associate	National	6	Amman

No	Position Title - UNOPS	International/ National	Duration (months)	Location
1	Electoral Programme Manager	International	12	Amman
2	Project Manager	International	12	Baghdad
3	Project Officer	National	12	Amman
4	Project Associate	National	1	Amman
5	Junior Programme Assistant	National	10	Baghdad

The following consultants were recruited to undertake specific components and activities:

No	Consultant	Duration (months)	Output	Agency
1	Complaints Specialist	0.25	1.1	UNOPS
2	Logistics Specialist	0.5	1.3	UNOPS
3	Logistics/Procurement Consultant	2 (15 working days)	1.3	UNOPS
4	Senior Security Advisor	5	1.3	UNOPS
5	Operational Data Management Specialist	2.5 (31 working days)	1.3	UNDP
6	Monitoring and Evaluation Specialist	0.25	2.1	UNOPS
7	Graphic Design Advisor	6	2.2	UNOPS
8	Database Consultant (national)	1	2.2	UNOPS
9	ICT Specialist	6	3	UNOPS
10	ICT Consultant (national)	4	3	UNOPS

III. Implementation and Monitoring Arrangements

- Summarize the implementation mechanisms primarily utilized and how they are adapted to achieve maximum impact given the operating context.

The programme is implemented as part of the portfolio of support, advice and assistance extended to the IHEC by the International Electoral Assistance Team (IEAT). The IEAT is headed by the Chief Technical Advisor (CTA) of the UNAMI Electoral Team. Various UN agencies, offices and programmes are members of the IEAT. These are currently UNDP, UNOPS and UNESCO.

UNDP and UNOPS are the executing agencies for this programme, and therefore responsible for the implementation of all programme activities, standards and procedures agreed upon with the

IHEC and UNAMI, and in line with UNDP and UNOPS financial and administrative policies, rules and procedures for contracting, procurement and recruitment.

Based on their respective mandates, UNDP implements those activities that focus on managerial and institutional development of the IHEC, and UNOPS is responsible for activities that mainly require procurement, contracting and recruitment services. As the lead agency, UNDP undertakes overall coordination of the programme, under the technical oversight of the UNAMI CTA.

While not an implementing agency, the role of UNAMI, based on its mandate extended through SCR 1936, is to coordinate all UN electoral support activities in Iraq. UNAMI therefore maintains technical oversight of the programme and provides detailed technical input through its advisors. This includes management of the balance in focus between institutional development and operational activities arising from the constantly evolving electoral calendar.

When necessary, external consultants and specialists are contracted for specific targeted activities. Private contractors or NGOs may also be contracted to provide specified services and implement components of the programme, working closely with all programme partners.

The overall performance of the programme is supervised through the two joint IHEC-UN management forums: the Steering Committee for Electoral Support Projects and the Institutional Development Programme Board, within their established terms of reference. Both forums consist of three relevant senior IHEC staff and one representative from each of the three UN partners: UNDP, UNOPS and UNAMI.

The IHEC-UN Steering Committee for Electoral Support Projects (Projects Steering Committee) is responsible for policy development for all IHEC-UN electoral support projects. In relation to this programme, it is responsible for programme development, for ensuring there is no duplication between projects, for overall monitoring of progress and for policy guidance and relevant policy decisions as required.

The IHEC-UN Institutional Development Programme Board (Project Management Committee) serves as the platform for reviewing and revising the workplan for submission to the Steering Committee. It meets on a regular basis to develop individual activities, plan and agree their implementation modalities. This includes: preparation of activity outlines, development of agendas, determining location and timing of each activity and selection of any service provider. The Programme Board is responsible for the monitoring of progress and achievements of individual outputs, and technical monitoring and evaluation of activities, including review of activity reports and evaluations. It is also the function of the Programme Board to ensure proper consultation with other IHEC senior management and working level staff in the design of the workplan.

On a day-to-day basis, UN agency presence in Baghdad, through the IEAT, ensures regular coordination with the IHEC on planning and implementation of activities. In order to promote coordination and regular sharing of information between UN agencies, UNDP, UNOPS and UNAMI actively participate in weekly IEAT meetings where results are shared, lessons learned are addressed, activities coordinated, and partners updated on developments.

- Provide details on the procurement procedures utilized and explain variances in standard procedures.

Standard UNDP and UNOPS procurement procedures are applied for any purchase or contract under this programme. There has been no variance in standard procedures in the reporting period.

UNDP Iraq follows the Financial Regulation and Rules (FRR) and the Procurement Manual posted under the Programme and Operations Policies and Procedures (POPP) which provides the framework to carry out procurement processes. The following bullets serve as guiding principles within the procurement process at UNDP Iraq. These principles are:

- Best Value for Money
- Fairness, Integrity, Transparency
- Effective International Competition

UNDP defines procurement as the overall process of acquiring goods, civil works and services which includes all functions from the identification of needs, selection and solicitation of sources, preparation and award of contract, and all phases of contract administration through the end of a services' contract or the useful life of an asset. UNDP has two primary documents, the Financial Regulations and Rules and Procurement Manual, which specify solicitation procedures for supply of goods, services, or works, including appropriate methods for evaluating and selecting awardees and possible contracts. The Regulations and Rules and Procurement Manual also indicate which conditions justify waiving the competitive tendering process in favour of direct contracting.

UNOPS utilizes standard procurement process according to its procurement manual and the following principles:

- Best Value for Money
- Fairness, Integrity, Transparency
- Effective Competition
- The best interests of UNOPS and its clients

UNOPS procures goods and services in close collaboration with the clients, Iraqi authorities, and the beneficiaries. While the individual arrangements vary depending on the client and the specific project requirements, the general modalities meet agreed standards in terms of requirements, shortlisting, tendering and contracting. Relevant procurement rules and regulations can be found on the UNOPS website⁵.

In order to ensure compliance with respective UNDP and UNOPS regulations, rules, policies and procedures, all procurement activities at UNDP-Iraq and UNOPS are subject to a review and approval process prior to an award of a procurement contract.

- Provide details on the monitoring system(s) that are being used and how you identify and incorporate lessons learned into the ongoing programme, including corrective actions that may have been taken.

Monitoring and evaluation is integral to the design of this programme. UNDP and UNOPS follow up on the quality and successes of programme implementation utilizing a three-pronged approach as outlined in the table below.

⁵ <http://www.unops.org/english/whatwedo/services/procurement/Pages/Procurementpolicies.aspx>.

M&E Stakeholder	M&E Roles and Responsibilities
Programme Management Staff: Managers of Electoral Programme for UNDP and UNOPS and Project Managers for each agency for this programme.	<ul style="list-style-type: none"> – Programme management staff are responsible for monitoring all of the electoral activities conducted by their respective agency on a regular basis. This includes the monitoring of both technical and financial components of this programme. – Programme management staff ensure that service providers' contractual obligations are implemented on time and stipulated services are delivered to designated beneficiaries. They assess service providers from both operational and programmatic perspectives, ensuring that services are of the highest quality possible, while maintaining cost-efficiency and transparency. – In addition, programme management staff participate in the M&E activities of the Project Management Committee and Steering Committee as described below.
IHEC-UN Projects Steering Committee: Comprised of IHEC Commissioners, UNDP and UNOPS Managers of Electoral Programme, Head of UNAMI Electoral Team.	<ul style="list-style-type: none"> – The Steering Committee meets at least every three months to maintain oversight of programme activities and achievements. – The Steering Committee specifically examines programme successes from a policy perspective. This is to ensure that specific activity progress is in line with overall programme objectives, ensuring the relevance and context-appropriateness of all interventions. – The Steering Committee is also responsible for reviewing programme progress reports completed by the Project Management Committee and activity work-plans to ensure they are coordinated with other electoral support activities and avoid duplication of efforts.
IHEC-UN Project Management Committee: Comprised of IHEC technical staff of the Electoral Administration, UNDP and UNOPS Project Managers, and a senior UNAMI staff member.	<ul style="list-style-type: none"> – The Project Management Committee meets at least once every month and is responsible for monitoring every capacity building activity conducted under this programme to ensure quality and appropriateness. – The Project Management Committee's monitoring activities examine the success of each capacity building intervention, identify any problems, as well as recommend future activities where appropriate. All of the activity evaluations utilize inputs from the participants themselves, according to agreed criteria, and by relevant UN advisors. Standards and criteria for activity assessments are built into the planning process during the development of each capacity building intervention. This allows the Committee to assess the activity based on pre-determined, objective indicators of success. – All Project Management Committee programme progress reports and recommendations will be submitted to all partner agencies, the Steering Committee and the IHEC.

In addition to the specific M&E responsibilities outlined above, additional monitoring and evaluation activities are conducted as follows:

1. IEAT Capacity Building Advisors provide M&E support to the programme to track realisation of the programme's outcome and outputs according to their respective areas of expertise.
2. Annual review and planning exercises are conducted to reflect achievements of the previous year and to identify areas for follow up or incorporation into the plan for the following year.
3. The IHEC needs assessment has been reviewed prior to start of programme activities. Rapid assessments (snapshots) are conducted periodically with focus on specific IHEC departments or units, in cooperation with the relevant IEAT advisors and the IHEC.
4. An internal mid-term review will be conducted half-way through the programme to review progress, consider best practices and lessons learned in implementation, and re-assess priorities for the second half of the programme. The review (scheduled for March 2012) will be conducted by the IHEC, UNDP, UNOPS and UNAMI with an external facilitator.

External Independent Evaluation

1. Provision for an independent evaluation is within the programme budget. This will be undertaken towards the end of the programme period.
2. The programme is also be subject to UNDP and UNOPS' standard reviews and audits, coordinated through the respective HQs.

Both UNDP and UNOPS components of the programme were audited in 2011. Additionally in 2011, UNOPS Iraq Operations Centre underwent an assessment of its managerial systems by ISO 9001 auditors.

- Report on any assessments, evaluations or studies undertaken.

This programme builds upon ongoing institutional development support to the IHEC by UNDP, UNOPS and UNAMI. It is developed as a follow up, and similar in concept, to project G11-14, "Institutional Development – Organisational and HR Capacity Building for the IECI/IHEC" (phase I, implemented by UNDP and UNOPS) and G11-19 (phase II, implemented by UNOPS), completed in 2010. These projects aimed to increase the IHEC's capacity to conduct electoral events, based on priorities outlined in the UNEAD Capacity Building Assessment Report of 2006. Through these projects, a number of different activities were completed in support of a diverse range of sectors of the IHEC, implemented by UNDP and UNOPS in coordination with UNAMI.

IHEC institutional development needs were reviewed in a comprehensive IHEC needs assessment, which took place in late 2009. This analysed the needs of all departments and sections of the IHEC at both national and governorate level. It broadly reviewed areas requiring attention to conduct future electoral events, and recommended priorities for institutional development. This formed the basis of the current programme.

The assessment was confirmed and further developed as part of a comprehensive lessons learned review process following the March 2010 Council of Representatives election. The lessons learned review was completed in December 2010 and the institutional development programme work-plan for 2011 was agreed by the IHEC-UN project management forums incorporating priorities highlighted during this exercise.

In late 2011, the 2009 needs assessment was reviewed by the IHEC Capacity Building Department, through questionnaires sent to all departments and field offices. This review confirmed the continued relevance of priorities identified through both above assessment processes. Additionally, during 2011 assessments of specific priority areas were undertaken, and the outcomes of these were incorporated into programme planning. These include assessments of IHEC complaints processes, GoI procurement legislation, graphic design and ICT infrastructure requirements, and analyses of the legal framework for district and sub-district elections and for Kurdistan Region Governorate Council elections.

A programme midterm review is planned for March 2012. Recommendations and lessons learned from this will be incorporated into future planning of the programme.

IV. Results

- Provide a summary of Programme progress in relation to planned outcomes (strategic results with reference to the relevant indicator) and outputs; explain any variance in achieved versus planned outputs during the reporting period.

The overall outcome of the programme is strengthened electoral processes in Iraq. By strengthening the institutional capacity of the IHEC and its personnel, it is intended to ensure that electoral events conducted in Iraq in the longer term will be carried out in an optimal, transparent and efficient manner and in respect of Iraq's international obligations.

To this end, the full involvement of the IHEC in all aspects of the programme is essential to ensure sustainable outcomes. In this regard, a significant achievement in the reporting period has been the close partnership with the IHEC in programme management and implementation, and the cooperative functioning of the two IHEC-UN project management forums, established at the outset of the programme. Extensive time was assigned to ensuring a coordinated approach and joint decision making.

A series of meetings were held with the Projects Steering Committee and the Project Management Committee to define priorities for 2011 and review progress in programme implementation. During these meetings, timelines were discussed and revised, new activities were agreed for approval, and programme progress was reviewed. In total six meetings were held with the Projects Steering Committee and five with the Project Management Committee⁶, in addition to extensive discussions with the IHEC Capacity Building Department and their follow-up committee.

The programme is planned to be implemented over a period of three years, and at the current time no outputs are planned to have been fully achieved. However, all outputs have been initiated, with greater focus and progress on some than on others, according to priorities agreed between all programme partners and available technical expertise.

In this first full year of the programme, greater attention was given to developing knowledge and skills in electoral processes, as follow up to needs identified in lessons learned reviews of 2010 and previous elections, as well as on improving practical, technical skills in weak areas. Significant efforts were also made in supporting the IHEC Capacity Building Department itself, to improve its ability to effectively support professional development of IHEC staff. Marked progress was therefore made in those outputs seeking to improve human resource capacity and management of technical electoral processes. With the need for proper consideration of longer-term technological solutions and challenges in recruitment of an ICT advisor, less progress was made in outputs relating to technological capacity of the IHEC. Additionally, with the end of term of the current Board of Commissioners and selection process for a new Board due in the first half of 2012, decisions were made to defer activities targeting key institutional management objectives until after this process is completed, in view of possible changes to the IHEC management team.

Significant focus in 2011 was given to activities in the areas of IHEC complaints processes, public outreach, electoral and public procurement, software development skills, graphic design, electoral procedures and anti-fraud strategies, as well as IHEC capacity development processes. Activities were also initiated in review of the electoral legal framework, domestic observation strategies, IHEC ICT infrastructure and gender issues, all of which will be further developed in 2012.

⁶ The joint UN-IHEC Projects Steering Committee held meetings on 09 February, 31 May, 08 August, 28 September, 21 November and 23 November 2011. The Project Management Committee officially met on 08 February, 06 June, 19 September 17 November and 20 November 2011, in addition to regular consultations on an ongoing basis.

- Report on the key outputs achieved in the reporting period, including the number and nature of the activities (inputs), outputs and outcomes, with percentages of completion and beneficiaries.

A full list and description of programme activities can be found in Annex III. Below summarises key achievements and their relevance to programme outputs.

Output 1.1 IHEC has improved institutional transparency and accountability.

As a follow up to lessons learned reviews of the Council of Representatives (CoR) election in 2010, a comprehensive assessment was undertaken of IHEC's internal complaints processes with an aim of incorporating recommendations for implementation in future elections. Central to the integrity of any electoral process are the dispute resolution mechanisms, and it is therefore essential for the IHEC to have an effective complaints process, which is efficient, transparent and easily understood by voters. The review of IHEC's complaints system consisted of a series of interviews, a workshop with complaints officials from the National Office and Governorate Election Offices (GEOs) to consider best practices, and completion of an extensive report, outlining options for improving the transparency, accountability and efficiency of IHEC's processing of electoral complaints.

The electoral legal framework is also key to fostering election integrity by protecting the principles of free, fair and competitive elections. Work was initiated in this area with analysis and internal review with the IHEC on the applicable legal framework for district and sub-district elections, and for Kurdistan Region Governorate Council elections. Working sessions were held with relevant IHEC staff to discuss key areas which require attention.

It is intended that this focus on electoral dispute resolution and the electoral legal framework will be further prioritized in 2012, as essential to election integrity. It is also intended that the internal reviews will be extended by initiatives to review the framework with relevant partners of the Iraqi legislature and judiciary, such as the CoR Legal Committee and the Electoral Judicial Panel.

A training of trainers course was also developed and delivered on seat distribution methods, which aimed to make participants proficient in the use of established seat allocation methods and in drafting of IHEC regulations and procedures on seat allocation. Training materials were provided to the IHEC to enable further internal delivery of training on this subject by IHEC trainers.

Consideration of other issues of transparency and accountability took place through training on the use of social media in order to provide the IHEC with tools to use new media to improve its outreach to voters, and also through initiation of discussions on developing an access to information policy for the IHEC. These initiatives represented an introduction to new concepts in this area for the IHEC, and further focus will be given in 2012.

Review of applicable GoI administrative legislation was also initiated with assessment of the new procurement law and its potential impact on electoral procurement processes, including the need for timely delivery of goods and services in line with the election schedule. Recommendations on possible exemptions were provided to the IHEC by the UNDP Electoral Procurement Advisor.

Output 1.2 IHEC has improved institutional management structures and practices.

Institutional management issues underpin much of this programme, with the need for coherent functioning of the institution, which provides a framework that enables staff to work at their optimum level. This includes the organization's management structures, administrative systems, and internal processes and procedures, which facilitate the management of the organisation. In this

regard, all UN advisors worked through their ongoing advisory activities to enhance management practices within the IHEC on a day to day basis, and encouraged coordination and communication between relevant IHEC sections and field offices.

Given that the mandate of the current IHEC Board of Commissioners is due to expire in April 2012 and a selection process will take place for the CoR to appoint a new Board, programme partners agreed that many policy areas under this output are best targeted once the new Board of Commissioners and its management team are in place.

The programme was, however, able to make significant progress in the area of procurement. In the 2009 capacity assessment and 2010 election lessons learned reviews which formed the basis of this programme, procurement was identified as a priority area for support. The Procurement, Bids and Tenders Section is a fairly new unit within the IHEC. It was established in 2008 and has undergone several staff changes since that time. Most learning for this unit has been on-the-job during election operations. As a non-election year, 2011 provided the opportunity to review processes, determine areas for improvement, and improve the efficiency and consistency of procurement practices, and ensure they are in line with standards of transparency, accountability and professionalism.

A detailed assessment was undertaken by the UNDP Procurement Advisor, and a series of trainings were designed and implemented to address identified needs. These aimed to ensure that relevant IHEC staff understand all stages of the procurement process, procurement principles, applicable GoI legislation and best practices in public and electoral procurement. Focus was also given to introducing IHEC field staff to procurement processes, with recent IHEC decisions to decentralise some procurement functions. Additionally, a review was undertaken of IHEC procurement templates, solicitation documents and contract templates, which resulted in IHEC procurement documents being updated to incorporate best practices and synchronize templates with Iraqi procurement legislation.

The broad training programme included a course on public and electoral procurement by the UNDP Procurement Support Office in Copenhagen for nine IHEC procurement staff, two five-day training sessions for relevant staff of the GEOs, a one-day introductory session for the Kurdistan Regional Election Office (KREO), and internal trainings in Baghdad on how to draft specifications for electoral materials, and on bids evaluation methodologies for relevant IHEC staff. Efforts were made to involve IHEC procurement staff in development and implementation of these trainings, and senior procurement staff were directly involved in the delivery of later trainings.

Under this output, in addition to the above, work was initiated to introduce an increased focus on gender issues within the IHEC as an institution. A working group was established within the IHEC National Office to reflect on how to better incorporate gender issues into the management of the institution and into electoral processes, and develop a workplan for implementation over the next two years. Work in this area will continue in 2012.

Output 1.3 IHEC has enhanced electoral management policies and processes.

In addition to institutional management, the effective and appropriate management of electoral processes is central to the IHEC's ability to conduct elections in a professional and accountable manner. Iraq's electoral commission is still a relatively new institution, and still developing its electoral processes and policies. Additionally, experience of staff has been gained almost exclusively from the conduct of electoral activities in the context of Iraq. This limits the IHEC's knowledge of available options for different policies or technical methods of implementation.

The absence of any electoral events in 2011 provided a good opportunity to build upon recommendations identified through previous election lessons learned reviews, and to focus on enhancing knowledge of electoral processes and broaden awareness of the different options. Significant progress was made under this output in the reporting period, through a range of different initiatives covering most key areas of election operations, including voter registration, electoral procedures and training, public outreach skills, logistics, field security and data management, at both central and GEO levels.

A research visit was organized by UNDP to the Australian Electoral Commission to consider a model of continuous, decentralized voter registration, in order to enhance the IHEC's knowledge of different options for voter registration. Following this, a series of consultative meetings took place to discuss the possibility of implementing a nation-wide survey to assess the accuracy and comprehensiveness of the IHEC voter registry. This is planned for 2012 and outcomes will enable informed decisions on how to improve the quality of the voter registry. Consideration of options for development of sustainable solutions for the voter registry in Iraq in the longer term will continue to be a key priority for the IHEC over the next two years and beyond.

Extensive focus was placed on enhancing knowledge in electoral procedures and dissemination of procedures through electoral training. UNDP conducted workshops on advanced electoral training techniques and on comparative analysis of electoral procedures, which reviewed best practices in the two fields. Several internal one-day sessions, including a training of trainers' session, were delivered on designing an effective anti-fraud strategy. Facilitated sessions were conducted to aid trainers in developing training materials on electoral procedures for other IHEC units. These initiatives, together with ongoing advisory support by the UNDP Electoral Programme Advisor and UNAMI Training Advisor to the relevant sections in IHEC National Office, have ensured that IHEC has a well-functioning Training and Procedures Section, able to prepare and conduct training on electoral procedures and related areas for other IHEC staff.

A number of activities for IHEC Public Outreach Department were implemented by UNDP. These included two training workshops on overseeing the production of audio-video materials for electoral Public Service Announcements, training on preparation of message content for voter education campaigns and a study visit hosted by the South African Independent Electoral Commission to consider structure and functioning of an effective public outreach department. The activities aimed to increase knowledge and skills as well as to raise useful issues for consideration in the overall planning of IHEC public outreach strategies, such as expanding work in the area of civic education, and in promoting the engagement of external stakeholders in this.

As follow up to previous UN electoral support to local observer networks, a roundtable on domestic observation strategy was conducted by UNOPS, to facilitate dialogue between the IHEC and CSOs involved in the observation of electoral processes and promote discussion on how to better engage external stakeholders. Support to engage observer groups will continue in 2012 as preparation for forthcoming elections.

UNDP and UNOPS jointly implemented workshops on election logistics for National Office and GEO staff, to consider best practices in the handling, tracking and transportation of election materials. Additionally, UNDP and UNOPS conducted the first of a series of training sessions on operational data management for field coordination purposes, which will continue into 2012. Additionally, UNOPS deployed a Senior Security Advisor to Baghdad, to initiate support in the area of security management and election field security.

Output 2.1 IHEC has enhanced internal capacity building and professional development strategy.

Extensive time was spent in 2011 in working to support the IHEC Capacity Building Department, in order to maximize impact of IHEC capacity building initiatives, enable the department to better formulate its own strategy to meet the needs of the IHEC, and improve the services that the department is able to offer the organization as a whole.

Much of this support was in providing ongoing guidance and advice, and in ensuring involvement of the department in programme activities. During the reporting period, UNDP and UNOPS programme staff together with the UNAMI Training Advisor worked on a day to day basis with the Capacity Building Department to provide support in the development of their standard operating procedures for implementation of capacity building activities. Extensive time was spent by both UN and IHEC staff on finalizing these procedures, and in providing feedback to ensure a user-friendly document, which presents procedures clearly, concisely and correctly.

Ongoing guidance was also provided to promote greater coordination with the GEOs, development of an IHEC database, improving internal tracking tools, and developing outline concepts for activities with clearly defined objectives and target group. Work has also been initiated in the area of improving IHEC monitoring and evaluation mechanisms, as well as on developing a framework for design and implementation of IHEC capacity building projects. All this support will be continued and further developed in 2012.

As follow up to regional BRIDGE⁷ initiatives undertaken in 2010, four IHEC staff members gained full accreditation as BRIDGE facilitators, through activities undertaken in cooperation with IFES. This aimed to enhance facilitation skills of IHEC trainers and enable the IHEC to use BRIDGE materials and methodologies for its capacity building purposes. These fully accredited facilitators are now fully authorized to use BRIDGE resources for their own trainings.

Output 2.2 IHEC staff have improved technical skills to fulfil their functions effectively.

While practical experience and on-job training through the intense electoral cycle of 2008-2010 has led to an overall improvement in staff technical skills throughout the organization, there are still areas which require further development for IHEC staff to effectively fulfil all functions required for a wide scale electoral operation. The time afforded by a non-election period in 2011 enabled some intensive development of technical skills in key targeted areas, defined during initial development of this programme, including database development, graphic design and project management, in order to reduce reliance on inputs from international advisors.

In most cases intensive training programmes were customized for IHEC's specific needs. Training took place alongside ongoing advisory support to enable application of skills learned, and consolidate learning. Training was followed by periods of mentoring by international advisors to ensure skills learned are practiced and incorporated into working practices.

The IHEC designs its own public outreach and technical election materials. While IHEC graphic designers were already able to undertake much of this work independently, design of election public outreach materials, ballots and forms is a highly specific skill and it was recommended that this be further improved. Additionally, graphic designers were not using the most efficient equipment and software for their design purposes.

⁷ "BRIDGE" stands for Building Resources in Democracy, Governance and Elections. BRIDGE partners consist of International IDEA, the Australian Electoral Commission (AEC), the Electoral Assistance Division (EAD), IFES and UNDP.

UNOPS therefore deployed a Graphic Design Advisor to conduct an assessment and identify equipment and training needs required for the IHEC Graphic Design Unit, and to work alongside graphic designers to support the application of learning. A training plan was prepared with several different components which aimed to enable transition to Apple Macintosh computers, ensure familiarity with the latest updates in graphic design software and develop knowledge and skills in animation software. Several training sessions were implemented both in professional training facilities and in the IHEC National Office. Apple Macintosh computers and associated software were procured, and IHEC graphic designers were able to spend considerable time practising skills learned, under the guidance of the Graphic Designer Advisor. This component of the programme can be considered highly successful. IHEC graphic designers are now able to use advanced software in the production of printed materials as well as produce cartoons and video materials for voter education and voter information campaigns.

Software development has been highlighted as requiring improvement since the establishment of the IHEC. Staff skills have increased to the level where database developers could maintain the voter registry, but were not yet able to develop this type of complex software from inception, without the assistance of international advisors. UN partners and IFES therefore worked closely with the IHEC to develop a strategy for enhancing database development and data management. The strategy encompasses the need for increased in-house capacity for writing code through specialist training, to improve IHEC capacity to execute all projects relating to developing and maintaining complex database systems. A training programme lasting from March 2011 until early 2012, consisting of several progressive modules, is now drawing to its close. During this training, IHEC database developers worked hard to pass the relevant Microsoft certification examinations. It is now time to enable them to utilize what they have learned in preparations for forthcoming elections, to assess the impact of the training and evaluate their current skills levels, to determine what further support is required.

The need to engage contractors to implement specific tasks for electoral events also identified project management as an area for targeted skills development under this output, and thus focus was given to this in 2011. An introductory training module on project management based on UNDP/UNOPS project management guidelines was developed and delivered by IHEC staff on two occasions, and training on project cycle management leading to examination for PRINCE2 Certification was held. IHEC staff at all levels have been extremely interested in learning about different tools to aid management of projects, and support will continue into 2012.

With the recruitment and deployment of a UNOPS Security Advisor, the programme was also able to initiate development of skills in security management. Practical, on-the-job training for National Office Safety and Security staff was held in Baghdad, covering various topics relating to the security infrastructure, and ongoing guidance was provided on a daily basis. The exercise emphasized standard operating procedures and the importance of maintaining situational awareness on each floor and station of the IHEC National Office.

Output 3 IHEC has improved technological capacities to support electoral processes in a sustainable manner.

A priority focus of this output is the IHEC information communications and technology (ICT) infrastructure, necessary for the IHEC's ability to manage all electoral activities. ICT is essential for operational communications between the National Office and GEOs, and for the management of systems for key electoral processes such as voter registration and tallying of results. ICT has consistently been identified as a weakness in the IHEC and a key priority for improvement.

In order to ascertain the scope and particulars of support required, a company was contracted to conduct an independent assessment of the IHEC ICT infrastructure. The completed assessment consists of an overview of the entire IT and communications infrastructure in the IHEC National Office, Data Entry Centre, KREO and GEOs of Erbil and Basrah. Additionally, an international ICT Specialist was recruited to review the assessment and determine IHEC's ICT requirements. These assessments confirmed that the IHEC ICT infrastructure is hampering the IHEC's ability to carry out its mandate in a timely and efficient manner. Poor ICT management practices, lack of staff skills to maintain the infrastructure, and lack of an overall ICT strategy has led to the ICT infrastructure being viewed as a burden for the IHEC.

To start to redress this, training was provided on MS Windows Server 2008 and a national ICT consultant was recruited to provide on-going guidance and on-the-job training. This consultant has been working on location at the IHEC National Office in Baghdad, providing guidance on a daily basis on troubleshooting the network, and redesign and configuration of the ICT infrastructure, including its communications equipment. Throughout this, the consultant has been providing on-job training and mentoring of IHEC IT staff on different technology choices for improved performance.

While less progress has been made on this output in 2011 than initially hoped, steady improvements were made throughout the latter part of the reporting period. The daily support from the national ICT consultant has been particularly positive, and indications are that this type of on-the-job guidance and support may be more beneficial for capacity development in the longer term than targeted trainings. The consultant has helped restore communication devices, active and passive network equipment, computers and servers. This has resulted in improved access to servers for several departments, cost saving and transfer of knowledge.

There is still, however, much to be done in this area for the IHEC to have a fully effective and functioning ICT infrastructure. The gains at this juncture will be sustainable only if there is a real ICT strategy in place and competent staff hired to support it in the longer term. Support will continue and this will remain a priority under this output in 2012, with other systems, such as voter registration and results tabulations systems. These actions will rely on a stable and effective ICT infrastructure as its basis. The assessments will be further analysed in partnership with the IHEC with the aim of developing an overall strategy in this area.

Quantitative achievements against objectives and results			
	Target	Actual	% of planned
Output 1 / UNDP			27 %
1.1 IHEC has improved institutional transparency and accountability			
1.1.1 CoR reporting requirements reviewed with the IHEC	Yes	Initiated	5%
1.1.2 Board decisions published in Kurdish and Arabic	All		
1.1.3 IHEC electoral regulatory framework reviewed	Yes	Initiated	5%
1.1.4 Electoral legal framework reviewed in cooperation with CoR Legal Committee	Yes	Partially	30%
1.1.5 IHEC complaints process reviewed	Yes	Yes	100%
1.1.6 Institutional framework for dispute resolution reviewed in cooperation with CoR Legal Committee, AJC, EJP	Yes		
1.1.7 IHEC processes reviewed in relation to GoI regulations and procedures (admin, finance, contracts)	3	1	33%
1.1.8. Number of capacity building activities ⁸ organised on transparency, accountability and legal framework	19	5	26%
1.1.9 Number of personnel (male/female), representatives of relevant Iraqi partner institutions and external stakeholders engaged in capacity building activities on transparency, accountability and legal framework	340	74 (60/14)	22%
1.1.10 Percentage of participants satisfied with the relevance and usefulness of the activity	80%	93%	
1.1.11 Number of consultants providing technical support to IHEC on improved transparency and accountability	5	2	40%
Output 1.2 / UNDP			17 %
IHEC has improved institutional management structures and practices			
1.2.1 IHEC SOPs drafted (finance, human resources, information management, administration approval processes)	5		
1.2.2 IHEC reporting guidelines drafted	Yes		
1.2.3 IHEC finance, human resources and inventory management systems assessed and upgraded	3		
1.2.4 Number of management capacity building activities organised for enhancement of management structures and practices	19	8	42%
1.2.5 Number of personnel (male/female) engaged in management capacity building activities	400	109 (88/21)	27%

⁸ Capacity building activity' refers to training, study visit, workshop, seminar, roundtable or election lessons learned event.

1.2.6 Percentage of participants satisfied with the relevance and usefulness of the activity	80%	99%	
1.2.7 Number of consultants providing technical support to IHEC to improve institutional management structures and practices	5	1	20 %
Output 1.3 / UNDP lead with UNOPS IHEC has enhanced electoral management policies and processes			22 %
1.3.1 Assessment of voter registration policies, operational processes and systems completed, in cooperation with relevant Iraqi government bodies	Yes	Initiated	10%
1.3.2 Study of IDP data and voting patterns completed, in cooperation with MoDM	Yes	Initiated	5%
1.3.3 Systems for managing political entity and candidate data assessed and upgraded	Yes		
1.3.4 Voter information campaign evaluated	Yes		
1.3.5 IHEC GEO helpdesk and call centre services assessed and improved	Yes	Initiated	5%
1.3.6 Number of capacity building activities held to enhance electoral management policies and processes	27	15	56%
1.3.7 Number of personnel and representatives of relevant Iraqi partner institutions (male/female) engaged in capacity building activities to enhance electoral management policies and processes	450	222 (177/45)	49%
1.3.8 Percentage of participants satisfied with the relevance and usefulness of the activity	80%	97%	
1.3.9 Number of consultants providing technical support to the IHEC to enhance electoral management policies and processes	4	2	50%
Output 2.1 / UNDP lead with UNOPS IHEC has enhanced internal capacity building and professional development strategy			54%
2.1.1 Internal CB procedures and evaluation tools developed by IHEC	Yes	Part	75%
2.1.2 Number of personnel (male/female) using resources provided to the IHEC resource centre (books, publications)	50	16	32%
2.1.3 Number of capacity building activities organised for IHEC CB personnel	8	3	38%
2.1.4 Number of IHEC CB personnel (male/female) engaged in capacity building activities	67	43 (36/7)	64%
2.1.5 Percentage of participants satisfied with the relevance and usefulness of the activity	80%	100%	100%
2.1.6 Number of capacity building activities organised by IHEC CB Department	tbd by IHEC ⁹	78	n/a

⁹ The IHEC has not yet fully developed its plan to 2013, so there is not yet a target against which to measure this. 2010 activities: 35 activities with 492 participants (421 male / 71 female). 2011 activities: 43 activities with 154 participants (112 male / 42 female).

2.1.7 Number of personnel (male/female) engaged in capacity building activities organised by IHEC CB Department	tbd by IHEC	646 (533/113)	n/a
2.1.8 Number of personnel (male/female) fully accredited as BRIDGE facilitator	4	11	100%
2.1.9 Number of consultants providing support to the IHEC in delivery of capacity building activities	8	1	12.5%
Output 2.2 / UNOPS IHEC staff have improved technical skills to fulfil their functions effectively			64 %
2.2.1 Number of capacity building activities ⁷ organised to enhance technical skills	15	12	80 %
2.2.2 Number of personnel (male/female) engaged in capacity building activities to improve technical skills	298	161 (128/33)	54%
2.2.3 Percentage of participants satisfied with the relevance and usefulness of the activity	80%	98%	
2.2.4 Number of personnel (male/female) trained in use of graphic design and translation equipment	10	8	80%
2.2.5 Number of consultants providing technical support to improve IHEC staff technical skills	5	2	40%
Output 3 / UNOPS IHEC has improved technological capacities to support electoral processes in a sustainable manner			15 %
3.1.1 Number of technological assessments completed (IT and communications)	2	1	50%
3.1.2 Voter registration systems and equipment upgraded	Yes		
3.1.3 GIS system developed	Yes		
3.1.4 Number of personnel (male/female) trained on the usage and maintenance of IT systems	252	12 (11/1)	5%
3.1.5 Percentage of trainees passing the end of training technical test ¹⁰	80%	92/94	98%
3.1.6 ICT Disaster Recovery Plan is developed	Yes	Initiated	5%
3.1.7 Strategy for improving data entry centre processes is developed	Yes		
3.1.8 Number of IHEC staff participating in a study visit on effective and efficient tabulation of results	8		
3.1.9 IHEC call centre systems assessed and upgraded	Yes	Initiated	5%
3.1.10 Number of consultants providing technical support to improve IHEC's IT communication and technology	3	2	67%

¹⁰ Some components of graphic design and database training are included in Output 2.2

- Explain, if relevant, delays in programme implementation, the nature of the constraints, actions taken to mitigate future delays and lessons learned in the process.

There is no delay in programme implementation at the present stage. An important aspect of the UN's electoral support is the close relationship with the IHEC, and daily presence in Baghdad, working with IHEC counterparts. During the first half of 2011, access of UN personnel to the IHEC National Office was limited, due to reduced UNAMI resources for required security escorts, thus reducing face-to face time with IHEC counterparts. Efforts were made to ensure daily contact with the IHEC through telephone and written communication, and one or two workings sessions with IHEC staff were held in the UN office each week while access was limited. Access to the IHEC National Office improved considerably from August 2011 onwards, due to improved IHEC security management and the efforts of the Senior Security Advisor, recruited under the programme.

A further challenge at present is the selection of the new IHEC Board of Commissioners, with the end of the five-year term of the current Board of Commissioners due in late April 2012. In October 2011, the Council of Representatives constituted a 21-member parliamentary committee representing all political blocs to undertake the selection process, according to Law 11/2007 on the IHEC. The selection process, managed by this committee, has since been on-going. This at present places constraints on institutional development support on management issues, given forthcoming changes to the IHEC Board of Commissioners and potential implications this may have for other areas of IHEC management and staffing. UNAMI, UNDP and UNOPS continue to emphasise the importance of retention of existing staff and existing capacity, and the crucial need to ensure that the selection process is conducted in a professional and transparent manner for IHEC to be a credible and legitimate institution to organize future electoral exercises. In the meantime, it was agreed by programme partners to defer activities targeting management policies and managerial skills until the selection process is completed and IHEC management positions are confirmed.

During some periods in 2011, there was reduced technical advisory support to Output 3 for Information Communications and Technology guidance to the IHEC due to challenges in recruitment and retention of appropriate ICT Advisors. Plans have been put in place to mitigate these challenges, which should take effect in early 2012.

- List the key partnerships and collaborations, and explain how such relationships impact on the achievement of results.

Key to implementation of the programme are the strong partnerships both with the IHEC and also between the various UN entities involved in the sector of electoral support to Iraq. Responsibilities for specific programme activities are assigned to the participating UN agencies, based on their respective mandates, relevant experience and capacity to implement. In addition, UNAMI provides technical input through its electoral advisors. UNAMI advisors work closely with UNDP and UNOPS in the development and implementation of activities relating to their respective areas of expertise. This integrated approach is key to ensuring a cooperative approach, to draw on strengths of all partners and prevent duplication of efforts.

IHEC ownership in the programme is assured through the programme's integrated management structure. This management structure fully integrates all programme partners, ensuring close coordination as well as cooperative planning and monitoring of achievements. All activities and their implementation arrangements are agreed through the two joint IHEC-UN management committees. Through these committees, the programme supports the IHEC in developing its

relationships with other international partners and potential donors, to broaden the scope of support for future projects and endeavours.

The programme must also ensure close coordination and cooperation with other partners providing support to the IHEC, in particular with IFES, an international NGO which has provided technical assistance to the IHEC since 2004, through its technical advisors based in Baghdad. Planned programme activities are fully discussed with IFES, to ensure a fully coordinated approach and avoid overlap, and agreement is made on delineation of responsibilities where appropriate. IFES has been invited to attend several IHEC-UN management committee meetings, including those relating to development and review of this programme. Relevant IFES and UN advisors are also invited to attend activities by each partner, to ensure information sharing and coordinated support.

In addition, throughout the programme, in circumstances where expertise outside the IHEC is required, the development of partnerships between the IHEC and local service providers is encouraged.

- Other highlights and cross-cutting issues pertinent to the results being reported on.

Human Rights

By aiming to enhance electoral processes in Iraq, this programme directly promotes Article 21 of the Universal Declaration of Human Rights, which states:

- Everyone has the right to take part in the government of his country, directly or through freely chosen representatives.
- Everyone has the right of equal access to public service in his country.
- The will of the people shall be the basis of the authority of government; this will shall be expressed in periodic and genuine elections which shall be by universal and equal suffrage and shall be held by secret vote or by equivalent free voting procedures.

Given the role of the IHEC with respect to the administration and management of electoral processes in Iraq, the benefits to the Iraqi people in ensuring that elections are conducted in an open and transparent manner are clear. The overall institutional development support that the IHEC receives is intended to enable the commission to fulfill its mandate in a more effective manner and thus help ensure that all Iraqi citizens can participate fully in forthcoming electoral processes.

Specific activities during the reporting period, which targeted improvement of the voter register and enhancing public outreach skills, aim to enable and/or encourage all Iraqi citizens, including the more disadvantaged and marginalized, to take part actively in electoral processes and thus ensure the full exercise of their democratic rights and the establishment of Rule of Law which will as a result aid the promotion of human rights.

Gender

The programme aims to incorporate gender considerations into all activities, and in this way indirectly contribute to the achievement of MDG3 'promote gender equality and empower women'. Gender equality principles are considered in all recommendations to the IHEC on policy and processes. Additionally, efforts are made to ensure both men and women benefit from programme activities. Although, the selection of the participants in capacity building activities is the responsibility of the IHEC, and in some sectors it is difficult to ensure balanced participation of men and women in activities, due to the balance of staff within the different IHEC units, overall it is

notable that women comprised 20 % of the participants in activities until the end of 2011. This is in line with the programme indicator and also with the overall IHEC staffing profile.

In the broad context of access to electoral processes, the programme's institutional development activities aim to enhance awareness of how to ensure all target groups, including women, have equitable access to electoral processes and how to promote full participation. Promoting women's access is a specific component of IHEC's public outreach for elections and this has specifically been included within case study exercises in public outreach trainings, which took place in 2011.

Additionally, during the reporting period, the programme initiated activities directly addressing gender issues relating to the IHEC and electoral processes as a whole. A process was started to compile baseline data, with collation of available gender disaggregated data relating to IHEC staffing and women candidates. A group of IHEC female employees also started to hold informal meetings in 2011, to reflect on gender issues related to the institution and to electoral processes. It was agreed to establish regular meetings of the group and to develop a work plan for 2012, with guidance provided by the UNDP Senior Gender Advisor. The group aims to continue compiling comprehensive data on gender issues to provide the new IHEC Board of Commissioners, with relevant available information on gender in electoral processes.

- Provide an assessment of the programme based on performance indicators as per approved programme document using the template in Section VI, providing clear evidence on the linkages of outputs and outcomes achieved, if applicable.

Please refer to Section VI.

- Qualitative assessment of overall achievement with reference to the applicable strategic results indicator.

While achievements of components of the programme can be seen and are outlined in Section IV, the broader impact of institutional development support is naturally harder to measure, and can only be fully assessed over a longer period. In this respect, the IHEC's capacity to carry out its constitutional mandate independently, efficiently, transparently and accountably, and in line with professional standards, may best be evaluated after the next wide-scale electoral event in Iraq.

Since the last election in 2010 and subsequent start of this programme in October 2010, there are, however, some indications of progress in institutional development of the IHEC, which are evident through observations of functioning of the IHEC.

Firstly, there is a shift within the IHEC towards seeing capacity building inputs within the broader framework of the institution as a whole, and an understanding that capacity development comprises much more than training. Progress has been made over the last year to improving staff skills and knowledge in a range of areas and this is evident through testing and reduced reliance on international expertise. With improved knowledge and skills of staff to fulfill their functions comes an awareness of the need to tackle the broader organizational issues which impact on the ability of staff to do this. This represents a move forward in institutional development, and the focus for the next half of the programme can place emphasis more on organizational capacity, with only very targeted inputs to improving human resource capacity. Furthermore, once staff knowledge and skills have reached a certain level, as it is now the case in many areas in the IHEC, improving human resource capacity becomes integrated within the IHEC, as more experienced staff will support the development of their colleagues on the job.

A further indication of improved institutional development evident in the last year has been the acceptance of peer training, illustrating the recognition that IHEC staff have knowledge and skills to impart to other IHEC staff. Previously, there was a marked preference for training by external experts, either national or international, and a lack of confidence in training by IHEC staff. In 2011, a shift in this became apparent. Several UN activities utilized IHEC staff as support trainers in activities (Operational Data Management, procurement trainings, Data Quality Control and Analysis). This was accepted and has led to these IHEC staff undertaking delivery of subsequent trainings independently. This indicates that there is now such a level of confidence in IHEC knowledge that peer training is considered acceptable within the organization.

The IHEC itself has been notably more proactive over the last year both in developing its own initiatives, and also in identifying its own needs, which has resulted in requests for areas where it believes international support is necessary and best provided. This relates to both election operations, and capacity building. While this varies between different sectors of the IHEC, both this and the above positive move in acceptance of peer training represent an overall reduced reliance on international support. Additionally, the full integration of IHEC within the programme management committees, and joint decision-making on programme priorities and activities, represents a much greater involvement of the IHEC in programme management than previously, as well as a more equal partnership between the IHEC and UN in programme implementation.

An overall improvement can also be seen within the IHEC with regard to its working practices and organizational framework. While further improvement in this would be desired, several sections of the IHEC exhibit a greater understanding of the need for coordination in electoral activities, and are more positive about seeking opportunities for discussion and entering into shared activities. The move towards decentralization in several administrative areas is also a step forward in an aim to increase efficiency, as well as showing greater trust in the IHEC field offices.

Finally, 2011 has seen evidence that the experience of the IHEC in delivering credible elections and their increasing electoral expertise is now recognized internationally, within the region. In October, a senior IHEC delegation travelled to Tunisia to provide technical assistance to the Tunisian election commission for the Constituent Assembly elections, supported by the Iraqi Ministry of Foreign Affairs. Additionally, the IHEC was invited to observe elections in South Sudan, and technical expertise has been sought to support election operations in Libya through UNSMIL.

Therefore while it is difficult to measure overall impact in institutional development within the timeframe of a year, there are signs that sustained and continuous support has contributed to improvements in institutional capacity, and the recognition of this capacity. This has become more manifestly evident in the areas above in 2011.

V. Future Work Plan

- Summarize the projected activities and expenditures for the following reporting period (1 January-31 December 2012), using the lessons learned during the previous reporting period, including outputs that were not achieved in 2011.

During 2012, the programme will aim to continue to progress in its objectives under each output. As stipulated in the project document, a mid-term review of the programme will take place to identify best practices and lessons learned in programme implementation and to define priorities for the second half of the programme. This review is currently scheduled for March. It has been agreed between the IHEC and UN partners that finalisation of the workplan for 2012 will be completed following this review.

The scope and specific activities of the programme for the upcoming year will be largely dependent on two factors. The first of these is the electoral calendar, and what events will be taking place in any given timeframe and in which geographic locations. The electoral calendar for Iraq is at present not fully defined. However, Kurdistan Region Governorate Council elections are currently scheduled for 27 September 2012 and Governorate Council elections for the rest of Iraq are due to take place in January 2013. These will both require voter registration update periods beforehand.

The scheduling of any electoral event during the programme period necessitates a redirection of IHEC's focus to operational preparations and implementation. This of course impacts on the availability of staff and time for institutional development initiatives. This does not mean that the programme will cease, as institutional development objectives can be more closely aligned to operational activities. It will, however, mean that the programme will prioritise activities which are necessary for or in some way support these electoral events, and also that the programme will need to maintain flexibility in line with the requirements of the electoral calendar.

The second main factor which will affect the scope of nature of support is the transition to the new Board of Commissioners. The five-year mandate of the current Board expires in April 2012, and the selection processes for the new Board is currently in process. It is yet unclear what impact this will have both on the Board itself and also on IHEC managerial and staff appointments. The programme plans to conduct targeted activities in support of the new Board of Commissioners, although it is difficult to define the nature of these activities until the composition and experience levels of the new Board is known. A new Board of Commissioners may also result in revised priorities, changes to the work-plan or delays to implementation of activities.

Additionally, the current planned work-plan is developed on the basis of existing IHEC human resources, and it is hoped that the current experience levels of staff in the Electoral Administration at central and governorate levels will not be significantly negatively impacted by the appointment of a new Board of Commissioners. However, any widespread changes in staff of the Electoral Administration will likely necessitate revision of the work-plan.

The work-plan will therefore prioritise activities in support of the above, but will need to remain flexible to developments in these areas. In addition, the work-plan aims to focus on outputs where less progress has been made to date and areas which continue to be a priority throughout the programme. Recognizing this, activities currently planned are outlined below. In addition, Annex I outlines a tentative work-plan for activities planned for 2012 and Annex II the expected expenditure. The work-plan will be further refined together with the IHEC following priorities agreed at the mid-term programme review scheduled for March 2012.

Output 1.1 IHEC has improved institutional transparency and accountability.

While progress was made in several areas under this output in 2011, programme partners are agreed that this is just a start, and continued inputs are required in 2012.

Focus on electoral dispute resolution and the electoral legal framework will be further prioritized, as essential to election integrity. Continued guidance will be provided to enhance IHEC internal complaints processes, with Kurdistan Region elections scheduled for later in the year, to determine relative roles of central and governorate offices, as well as to improve efficiency and transparency of processes. Work will also continue to review the applicable legal framework for elections, as well as to improve skills in developing internal electoral regulations, and a senior legal consultant will be sought to provide expert guidance in this. Support will also be provided to development of internal briefings on seat allocation for forthcoming elections.

It is also intended that the above internal processes will be extended by initiatives to review electoral dispute resolution structures and the electoral legal framework with relevant partners of the Iraqi legislature and judiciary, such as the CoR Legal Committee and the Electoral Judicial Panel. The IHEC has requested UN support in facilitating this process.

Inputs will be provided to continuing initiatives started in 2011 to improve transparency and accountability, in particular follow up support to development of a policy and procedures on access to information. An assessment of the website is planned, to assess its responsiveness to the needs of external stakeholders, and an analysis of publication of Board decisions will be made over an electoral operational period, once the new Board is in place. Additionally, feedback will be provided to the IHEC on their 'end of term' report to the CoR covering 2007-2012, and reporting requirements to the CoR will be reviewed with the new Board.

Ongoing support will be provided to strengthening the IHEC's relationships with external stakeholders. In addition to continued support in engagement of media and civil society organizations, it is planned that support will be initiated in the area of external relations with political entities. Seminars will be held to discuss engagement of CSOs in electoral education, and in best practices in working with political entities, and training will be provided to GEO staff on how to conduct briefings with external stakeholders, prior to forthcoming elections.

Output 1.2 IHEC has improved institutional management structures and practices.

An increased focus will be given to this output in 2012, particularly to activities which support the transition to the new Board of Commissioners, which is currently due to take place by mid-2012. This includes initiatives supporting handover processes for the current Board, including a lessons learned review of Board governance and decision-making processes, an internal review of the IHEC structure with recommendations prepared for the new Board, and guidance to completion of the 2007-2012 report to the CoR.

Priorities also include activities providing support to the new Board of Commissioners. While this will not be fully developed until the composition of the new Board is known, it will likely include facilitated discussions on Board governance utilizing lessons learned from the previous Board, and on relative functions and responsibilities of the Board and the Electoral Administration. Requirements for training on electoral technical issues will be determined once the level of experience of the new Commissioners is evident.

Continued attention will be given to enhancing management and coordination practices within the IHEC. In addition to ongoing efforts of electoral advisors to promote coordination and communication within the IHEC, targeted initiatives will also be organized to discuss management and coordination issues relating to all sections involved in the planning and implementation of public outreach campaigns for elections, and management and coordination with the GEOs. The programme also aims to initiate an assessment of IHEC internal reporting processes, and provide recommendations on development of reporting structures and standard operating procedures.

It is also hoped that 2012 will provide opportunity to address many policy and managerial issues, deferred until the new Board and its management team are in place. These include the organization's management structures, systems, and internal processes and procedures, which facilitate the management of the organisation, in areas of information and asset management. It is intended that initial assessments will take place in these areas, followed by development and agreement of a work-plan for support, including systems development and internal policies and procedures as required. If the electoral calendar allows for this, similar support will be initiated in the area of human resources. Meanwhile, continued support will be provided in procurement, with training and guidance provided to the IHEC National Office and KREO due to decentralisation of some procurement authorities for Kurdistan Region elections.

As follow up to progress in 2011, work will continue to introduce an increased focus on gender issues within the IHEC as an institution. Support will be provided to the establishment of the gender working group within the IHEC, and to development and implementation of its plan. Initial training will also be provided to working group members to provide a theoretical framework to how gender considerations can be incorporated into their work in support of electoral processes.

Output 1.3 IHEC has enhanced electoral management policies and processes.

With extensive inputs and good progress in 2011 in the area of electoral management policies and processes, activities under this output may be reduced in 2012 in certain areas, while focusing on the key priority of voter registration, follow up to activities in 2011 and initiatives required prior to electoral events. Throughout all activities, UN advisors work to broaden IHEC knowledge in different electoral policies and their technical methods of implementation. Electoral events in 2012 will also provide IHEC staff with an opportunity to consolidate learning from activities in 2011 and incorporate knowledge into electoral processes.

A key priority under this output in 2012 and beyond is development of the voter registry, with the need for development of sustainable solutions in the longer term. A nation-wide voter list field survey will be undertaken, to assess the accuracy and comprehensiveness of the IHEC voter registry, and highlight ways in which the quality of the voter registry may be improved. An assessment will also be undertaken of Iraq's civil registry, to see if this may be utilized in the future in development of the voter list. Additionally, efforts will be made to enhance knowledge of possible options for Iraq's voter registry and discuss feasibility in the Iraqi context.

It is additionally planned that focus will be given in 2012 to initiating support to warehouse management. An assessment will be undertaken of IHEC warehouse management, including standard operating procedures, tracking processes, warehouse organization and resources. This assessment will then inform what specific inputs will be required.

Support will continue to consolidate and further develop some initiatives undertaken in 2011 relating to public outreach and electoral observation. This includes follow up on application of skills learned through public outreach trainings, and training on how to commission public opinion surveys, followed by design and implementation of a public opinion survey to assess provision of voter information for a specific electoral event. Follow up meetings to the 2011 roundtable on domestic observation will be organized for the IHEC and CSOs involved in observation of electoral processes, to agree how the recommendations from the roundtable will be taken forward.

It is planned that several activities will take place which aim to benefit the conduct of electoral operations in 2012. These include operational data management and reporting for field coordination purposes, support to improve quality control of cascade training, and a series of inputs on election field security, including security risk management, command and control for operations, and an election management review with the Iraqi High Security Committee for Elections.

Output 2.1 IHEC has enhanced internal capacity building and professional development strategy.

At the half-way point of the three-year programme, a mid-term review is planned to take place in March 2012. This will draw together relevant representatives of UN partners and the IHEC to collaboratively assess the institutional development programme from an internal perspective, discuss best practices and lessons learned, and identify priorities for the second half of the programme. Methods of coordination between all partners will also be discussed.

Ongoing guidance to the IHEC Capacity Building Department will continue, in order to maximize the impact of IHEC capacity building initiatives, enable the department to better formulate its own strategy, and improve the services the department may be able to offer the organization as a whole. This includes supporting application of IHEC's approved procedures on implementation of capacity building activities, promoting greater coordination with the GEOs, improving internal tracking tools, developing clearly defined outline concepts for activities, incorporating recommendations on activity implementation identified at the mid-year programme review, and targeted training on activity reporting. Support to the IHEC will also continue to identify and establish a suitable training venue in the IHEC National Office premises for future delivery of internal trainings.

With the inherent challenge in gauging effectiveness of capacity development inputs over time, targeted focus in 2012 will be given to supporting development of a framework for monitoring and evaluation of activities, and overall results based management. This is an area in which the IHEC has requested greater support. Following an initial assessment, trainings will be delivered on different levels, and follow up support will be provided to assist the IHEC in determining appropriate monitoring and evaluation frameworks for their internal projects.

Output 2.2 IHEC staff have improved technical skills to fulfil their functions effectively.

With election preparations underway, 2012 will primarily be a time for application of skills and knowledge learned in 2011. This year also offers a good opportunity to assess the impact of previous inputs, and gauge the current skills levels of staff.

IHEC database developers will consolidate 2011 learning on SQL with an e-learning course. At the same time, skills learned in software development training will be tested through development of software for the voter registration update period. This will enable comprehensive assessment of the current skills following the intensive training programme completed in 2011, and definition of any future training requirements, to take place after forthcoming election events.

A series of trainings will also take place in early 2012 for GEO database staff to increase their technical skills in using Microsoft Excel for election data management, and in using Excel and Access for data quality control and analysis. These trainings aim both to broaden the skills base of GEO database staff, and also to improve their ability to fulfil their tasks for forthcoming elections.

Follow up will take place for some initiatives of 2011, with a second session of PRINCE2 project management training for additional IHEC staff, and support later in the year to IHEC internal development of a training programme in Arabic on project management. The final initiative of the graphic design training programme is also planned to take place, with exposure to different types of security print features, as anti-fraud measures.

Finally, work will be initiated in the one remaining area under this output, with an assessment of warehouse and inventory requirements (combining warehousing with asset management, under output 1.2). This will review warehouse organization, standard operating procedures and resources, and suggest recommendations for improvement, which will then be developed into a workplan on this area for implementation.

Output 3 IHEC has improved technological capacities to support electoral processes in a sustainable manner.

In 2012 the programme will continue to prioritise support to development of the IHEC ICT infrastructure, as necessary for the IHEC's ability to manage all electoral activities, as well as to communicate between National Office and field offices.

This includes continuation of on-going guidance and on-the-job training in the IHEC National Office in Baghdad by the national ICT consultant on troubleshooting the network, and redesign and reconfiguration of ICT equipment. This work will be expanded to the GEOs, when the National Office infrastructure is working more efficiently.

It is also intended that an international ICT Specialist will be identified and deployed in the first half of 2012. Following this, the assessment of the IHEC infrastructure will be completed, along with a review of staff skills, and requirements will be identified. These assessments will be analysed in partnership with the IHEC, with the aim of developing an overall ICT strategy necessary for maintaining a sustainable ICT infrastructure, which can support systems for management of electoral processes, such as systems for voter registration.

Additionally, as necessary for the IHEC in its implementation of electoral events, it is planned that in 2012 the ICT Specialist will also support the IHEC in the development and implementation of an ICT Disaster Recovery plan. An assessment will be made of Call Centre equipment and any necessary upgrades will be procured, and guidance will be provided on recommendations for GIS hardware and software, to be implemented as required in 2013.

- Indicate any major adjustments in strategies, targets or key outcomes and outputs planned in 2011.

n/a

VI. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
JP Output 1: IHEC has strengthened institutional framework and organisational capacity to effectively conduct electoral processes as Iraq's permanent electoral institution, established under the constitution							
1.1 IHEC has improved institutional transparency and accountability	1.1.1 CoR reporting requirements reviewed with the IHEC	No	Yes	Initiated		IHEC reports to CoR & feedback from CoR	
	1.1.2 Board decisions published in Kurdish and Arabic	Some	All	–		IHEC website	
	1.1.3 IHEC electoral regulatory framework reviewed	No	Yes	Initiated		Applicable regulations; Review; Capacity building activity reports	
	1.1.4 Electoral legal framework reviewed in cooperation with CoR Legal Committee	No	Yes	Partially		Applicable laws and regulations; Review;	
	1.1.5 IHEC complaints process reviewed	No	Yes	Yes		Review	
	1.1.6 Institutional framework for dispute resolution reviewed in cooperation with CoR Legal Committee, AJC, EJP	No	Yes	–		Applicable laws and regulations; Capacity building activity reports	
	1.1.7 IHEC processes reviewed in relation to GoI regulations and procedures (admin, finance, contracts)	0	3	1		Review	
	1.1.8. Number of capacity building activities organised on transparency, accountability and legal framework	0	19	5		Capacity building activity reports	
	1.1.9 Number of personnel (male/female), representatives of relevant Iraqi partner institutions and external stakeholders engaged in capacity building activities on transparency, accountability and legal framework	0	340	70 (60/14)		Capacity building activity reports	
	1.1.10 Percentage of participants satisfied with the relevance and usefulness of the activity	n/a	80%	93%		Participant post activity assessments	
	1.1.11 Number of consultants providing technical support to IHEC on improved transparency and accountability	0	5	2		Consultant attendance sheet	

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
JP Output 1: IHEC has strengthened institutional framework and organisational capacity to effectively conduct electoral processes as Iraq's permanent electoral institution, established under the constitution							
1.2 IHEC has improved institutional management structures and practices	1.2.1 IHEC SOPs drafted (finance, human resources, information management, administration approval processes)	n/a	5	—		SOPs	
	1.2.2 IHEC reporting guidelines drafted	No	Yes	—		Reporting guidelines	
	1.2.3 IHEC finance, human resources and inventory management systems assessed and upgraded	0	3	—		System assessment reports IHEC finance, human resources and inventory management systems	
	1.2.4 Number of management capacity building activities organised for enhancement of management structures and practices	0	19	8		Capacity building activity reports	
	1.2.5 Number of personnel (male/female) engaged in management capacity building activities	0	400	109 (88/21)		Capacity building activity reports	
	1.2.6 Percentage of participants satisfied with the relevance and usefulness of the activity	n/a	80%	99%		Participant post activity assessment	
	1.2.7 Number of consultants providing technical support to IHEC to improve institutional management structures and practices	0	5	1		Consultant attendance sheet	

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
JP Output 1: IHEC has strengthened institutional framework and organisational capacity to effectively conduct electoral processes as Iraq's permanent electoral institution, established under the constitution							
1.3 IHEC has enhanced electoral management policies and processes	1.3.1 Assessment of voter registration policies, operational processes and systems completed, in cooperation with relevant Iraqi government bodies	No	Yes	Initiated		Assessment report	
	1.3.2 Study of IDP data and voting patterns completed, in cooperation with MoDM	No	Yes	Initiated		Assessment report	
	1.3.3 Systems for managing political entity and candidate data assessed and upgraded	No	Yes	–		Assessment report	
	1.3.4 Voter information campaign evaluated	No	Yes	–		Evaluation Report	
	1.3.5 IHEC GEO helpdesk and call centre services assessed and improved	No	Yes	Initiated		Assessment report and procurement documents	
	1.3.6 Number of capacity building activities held to enhance electoral management policies and processes	0	27	15		Capacity building activity reports	
	1.3.7 Number of personnel and representatives of relevant Iraqi partner institutions (male/female) engaged in capacity building activities to enhance electoral management policies and processes	0	450	222 (177/45)		Capacity building activity reports	
	1.3.8 Percentage of participants satisfied with the relevance and usefulness of the activity	n/a	80%	97%		Participant post activity assessment	
	1.3.9 Number of consultants providing technical support to the IHEC to enhance electoral management policies and processes	0	4	2		Consultant attendance sheet	

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
JP Output 2: IHEC has enhanced human resource capacity by improving staff skills, knowledge and resources at both central and governorate office levels for staff to fulfil their functions effectively							
2.1 IHEC has enhanced internal capacity building and professional development strategy	2.1.1 Internal Capacity Building Department procedures and evaluation tools developed by IHEC	No	Yes	Partly		Internal procedures	
	2.1.2 Number of personnel (male/female) using resources provided to the IHEC resource centre (books, publications)	0	50	16		IHEC resource centre	
	2.1.3 Number of capacity building activities organised for IHEC CB personnel	0	8	3		Capacity building activity reports	
	2.1.4 Number of IHEC CB personnel (male/female) engaged in capacity building activities	0	67	43 (36/7)		Capacity building activity reports	
	2.1.5 Percentage of participants satisfied with the relevance and usefulness of the activity	n/a	80%	100 %		Participant post activity assessment	
	2.1.6 Number of capacity building activities ⁷ organised by IHEC CB Department	n/a	TBD by IHEC	78		Capacity building activity reports	The IHEC has not yet fully developed its plan to 2013.
	2.1.7 Number of personnel (male/female) engaged in capacity building activities organised by IHEC CB Department	0	TBD by IHEC	646 (533/113)		Capacity building activity reports	
	2.1.8 Number of personnel (male/female) fully accredited as BRIDGE facilitator	0	4	11		Capacity building activity reports	
	2.1.9 Number of consultants providing support to the IHEC in delivery of capacity building activities	0	8	1		Consultant attendance sheet	

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
JP Output 2: IHEC has enhanced human resource capacity by improving staff skills, knowledge and resources at both central and governorate office levels for staff to fulfil their functions effectively							
2.2 IHEC staff have improved technical skills to fulfil their functions effectively	2.2.1 Number of capacity building activities ⁷ organised to enhance technical skills	0	15	12		Capacity building activity reports	
	2.2.2 Number of personnel (male/female) engaged in capacity building activities to improve technical skills	0	298	161 (128/33)		Capacity building activity reports	
	2.2.3 Percentage of participants satisfied with the relevance and usefulness of the activity	n/a	80%	98%		Participant post activity assessment	
	2.2.4 Number of personnel (male/female) trained in use of graphic design and translation equipment	0	10	8		Capacity building activity reports	
	2.2.5 Number of consultants providing technical support to improve IHEC staff technical skills	0	5	2		Consultant attendance sheet	

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
JP Output 3: IHEC has improved technological capacity to manage electoral processes in a sustainable manner							
3.1 IHEC has improved Technological capacities to support electoral processes in a sustainable manner	3.1.1 Number of technological assessments completed	0	2	1		ICT assessment reports	
	3.1.2 Voter registration systems and equipment upgraded	No	Yes	–		Voter registration systems and procurement documents	
	3.1.3 GIS system developed	No	Yes	–		GIS system and procurement documents	
	3.1.4 Number of personnel (male/female) trained on the usage and maintenance of IT systems	0	252	12 (11/1)		Capacity building activity reports	
	3.1.5 Percentage of trainees passing the end of training technical test	n/a	80%	98% (92/94)		Training report	
	3.1.6 ICT Disaster Recovery Plan is developed	No	Yes	Initiated		ICT Disaster Recovery Plan	
	3.1.7 A strategy for improving data entry centre processes is developed	No	Yes	–		Strategy document	
	3.1.8 Number of IHEC staff participating in a study visit on effective and efficient tabulation of results	0	8	–		Capacity building activity report	
	3.1.9 IHEC call centre systems assessed and upgraded	No	Yes	Initiated		Assessment report and procurement documents	
	3.1.10 Number of consultants providing technical support to improve IHEC's IT communication and technology	0	3	2		Consultant attendance sheet	

VI. Abbreviations and Acronyms

- List the main abbreviations and acronyms that are used in the report.

CoR	Council of Representatives
CTA	Chief Technical Advisor
CPAP	Country Programme Action Plan
CPD	Country Programme Document
GEO	Governorate Electoral Office
GoI	Government of Iraq
ICI	International Compact with Iraq
ICT	Information Communications and Technology
IEAT	International Electoral Assistance Team
IFES	International Foundation for Electoral Systems
IHEC	Independent High Electoral Commission
ITF	Iraq Trust Fund
KREO	Kurdistan Regional Electoral Office
MDGs	Millennium Development Goal
NDI	National Democratic Institute
NDS	National Development Strategy
SCR	Security Council Resolution
SOT	Sector Outcome Team
UNAMI	United Nations Assistance Mission in Iraq
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	United National Development Group
UNDP	United Nations Development Programme
UNEAD	United Nations Electoral Assistance Division
UNOPS	United Nations Office for Project Services

ANNEX I – PROGRAMME PLANNED WORKPLAN 2012

	Sector	Q 1 to end Mar 2012	Q 2 to end Jun 2012	Q 3 to end Sep 2012	Q 4 to end Dec 2012	Agency
Output 1: IHEC has strengthened institutional framework and organisational capacity to effectively conduct electoral processes as Iraq's permanent electoral institution, established under the constitution						
1.1 IHEC has improved institutional transparency and accountability						
1	Electoral Legal Framework	Agreement of priorities for further support to IHEC electoral legal processes	Recruit senior legal consultant Finalize review of KRG electoral legal framework and its implications for elections Agreement of plan on support to legal unit Finalize documentary analysis of review of legal framework for KR GCE and district/ sub-district elections for provision to IHEC	Review of electoral legal framework for GCE elections Initiations of discussions on electoral legal framework with CoR Legal Committee Support IHEC to develop and implement internal briefings on seat allocation	Continuation of review of electoral legal framework according to agreed plan Develop and agree plan on review and drafting of electoral regulations Support IHEC to develop and implement internal briefings on seat allocation	UNDP (UNAMI lead)
2	Complaints and Electoral Dispute Resolution		Review with IHEC recommendations previously developed on improving IHEC complaints processes Support development of electoral complaints process for KR GCE Recruit consultant if required	Support development of electoral complaints process for KR GCE Facilitate discussions of electoral dispute resolution mechanisms with judicial bodies in KRG	Support development of electoral complaints process for Iraq GCE Facilitate discussion of electoral dispute resolution mechanisms with judicial bodies (EJP, Court of Cassation)	UNDP (UNAMI lead with judicial bodies)
3	Relationships with External Stakeholders		Recruit consultant for external relations with political entities. Seminar best practices in working with CSOs on public outreach	Workplan defined on support to external relations with political entities Seminar: best practices in working with political entities Training for GEOs on facilitating seminars/ briefings for external stakeholders	Work on support to external relations with political entities (dependent on agreed workplan) Contract consultant curriculum specialist to review electoral education component of curriculum	UNDP
4	Transparency		Feedback provided to IHEC 2007-2012 report to the CoR Concept developed for IHEC and e-governance for discussion	Assessment of IHEC website Follow up support to IHEC on development of access to information policy and procedures Agreement of recommendations for IHEC and e-governance programme	Assessment of publication of Board decisions Review of reporting requirements to CoR with new Board Follow up support to IHEC on development of access to information policy and procedures	UNDP

	Sector	Q 1 to end Mar 2012	Q 2 to end June 2012	Q 3 to end Sep 2012	Q 4 to end Dec 2012	Agency
1.2 IHEC has improved institutional management structures and practices						
6	Human Resources		Recruitment of HR Consultant Lessons learned on polling staff recruitment	Review of staffing levels throughout the IHEC, and mapping exercise of changes Review of transfer to civil service status		UNDP
7	Information Management		ToR developed and consultant recruited	Assessment of internal procedures and information management systems completed; policy recommendations developed with the IHEC	Information Management ToT on internal procedures	UNDP
8	Finance and Audit	Currently covered by IFES	Currently covered by IFES	Currently covered by IFES	Currently covered by IFES	UNDP
9	Asset management	Develop ToR for warehousing and asset management assessment	Assessment of inventory (together with warehousing)	Assessment completed and recommendations delivered to the IHEC.	Agreement on required systems development	UNDP
10	Reporting			Assessment of IHEC internal reporting and support to development of internal reporting guidelines	ToT on reporting	UNDP
11	Management and Coordination	Management and coordination review of conducting voter education campaigns for managers who coordinate with POD on public outreach (January) Participation in regional training workshop on production and dissemination of gender statistics (ESCWA and UNICEF)	Lessons learned review on Board governance and decision making practices Internal review of IHEC structure (UN and IFES); recommendations for new Board Roundtable on management and coordination issues with GEOs Guidance on handover to new Board Training on facilitation, moderation and consensus building (for managing discussions)	Training for new Board of Commissioners (tbd once composition of Board is known) Facilitated session on Board governance for new Board Facilitated review with new Board on relative roles of Board and EA Review of IHEC structure with the IHEC and external assessment	Define and develop general management training package for 2012 Facilitation of strategic planning exercise with new Board (currently covered by IFES)	UNDP
	Gender	Support to establishment of an IHEC gender working group	Establishment of the IHEC gender working group and development of the workplan Training for gender WG on incorporating gender issues into their work Desk review of available data on gender issues for elections	Completion of desk review of gender data and finalization of baseline data Presentation of analysis to the IHEC Continued support to gender working group in implementation of their workplan	Continued support to gender working group in implementation of their workplan	UNDP (with UNAMI)
12	Procurement	Training for KREO staff on electoral procurement for KRG elections Develop criteria for a vendor's database and SOPs for registration and approval of new vendors		Advanced procurement training for PBTD (if electoral calendar allows)		UNDP

	Sector	Q 1 to end Mar 2012	Q 2 to end June 2012	Q 3 to end Sep 2012	Q 4 to end Dec 2012	Agency
1.3 IHEC has enhanced electoral management policies and processes						
13	Voter Registration		Voter List Field Survey concept, questionnaire, sampling and selection of service provider	Voter List Field Survey Data Collection and Analysis Assessment of civil registry in relation to development of the voter registry	Voter List Field Survey Data Analysis, report finalization and discussion of findings with IHEC	UNDP
14	Procedures and Training	Support development of workshop on improved quality control of cascade training for GEOs	Continue support to development of workshop on improved quality control of cascade training for GEOs Support to development of a training module for GEO trainers on anti-fraud measures	Workshop on improved quality control of cascade training for GEOs		UNDP
	Field Security	Training on Security Risk Management for IHEC NO and GEO security staff (session 1)	Training on Security Risk Management for IHEC NO and GEO security staff (session 2) Development and implementation of IHEC internal training for field security on electoral procedures	Guidance on command, control and election security for operations	Management and coordination review with Iraqi High Security for Elections (prior to GCE)	
	Operations (IDP Voting and Other)	Training on Operational Data Management & Reporting for Field Coordination Purposes (2 sessions for GEOs and 1 session for NO) Participation in global thematic workshop 'Information Technology and Elections Management: Informed Decisions for Sustainable Outcomes' (UNDP-EC)	Analysis of IDP voting initiated Assessment of internal IHEC data Coordination and communication between units to efficiently finalize election results	Contract to obtain statistical data of IDP voting patterns Recommendations developed by IHEC for approach to IDP voting for future elections	Lessons learned on KR GCE or VRU exercises (if relevant)	UNDP
16	Public Outreach	Training on preparing message content for voter education and voter information campaigns (2 sessions). Training on electoral procedures for public outreach staff (session 1)	Training on electoral procedures for public outreach staff (session 2) Training on Commission Public Opinion Surveys (in cooperation with IREX)	Follow up meetings with observer CSOs for KR GCE Dealing with observers, political entity agents and media in the DEC (with external stakeholders) Survey of voter information campaign for an electoral event Guidance to IHEC on a 'customer satisfaction survey'	Follow up meetings with observer CSOs for Iraq GCE Visit to Call Centre to review best practices (Iraq)	UNDP

	Sector	Q 1 to end Mar 2011	Q 2 to end June 2011	Q 3 to end Sep 2011	Q 4 to end Dec 2011	Agency
<i>JP Output 2 IHEC has enhanced human resource capacity to effectively fulfil its roles and responsibilities, at both central and governorate levels</i>						
2.1 IHEC has enhanced internal capacity building and professional development strategy						
17	Capacity Building	Mid-term programme review (March) for IHEC and UN partners	<p>Follow up to mid-term review with agreement of strategic objectives and priorities with PSC and PMC</p> <p>Implementation of IHEC capacity building procedures</p> <p>Initiation of support on monitoring and evaluation (and RBM). Assessment of M&E and RBM requirements.</p> <p>Guidance on activity reporting, tracking, outline development, coordination with GEOs</p> <p>Identification of dedicated training room in IHEC building</p>	<p>Training and follow up support on M&E and RBM</p> <p>Continued guidance on activity reporting, tracking, outline development, coordination with GEOs</p> <p>Support review of functions and job description for CBD sections and units</p> <p>Support set up of dedicated training room in the IHEC NO building</p>	<p>Continued support on M&E and RBM</p> <p>Continued guidance on activity reporting, tracking, outline development, coordination with GEOs</p>	UNDP & UNOPS
2.2 IHEC staff have improved technical skills and knowledge to fulfil their functions effectively						
18	Graphic Design	Internal training to introduce graphic designers to different security print features	Finalization of decision with IHEC on whether a digital printer will be procured with cost sharing agreement	Study visit on security features for election printed materials and quality control	Installation of digital printer (if agreed to go ahead with cost sharing agreement)	UNOPS
	Database and Software Development	<p>Completion of final session of training on SQL Database (21 Nov 2011 -24 Jan 2012)</p> <p>Data Quality Control and Analysis Training Workshop for GEOs (2 sessions)</p> <p>Support to IHEC on developing skills in JavaScript, JQuery and Ajax, and development of software for the special voting voter list</p>	<p>E-learning software development</p> <p>Assessment of skills levels of database developers, following outcomes their development of VRU software and a test</p> <p>Recruitment national database administrator (3 months)</p>	<p>E-learning software development</p> <p>Definition of future training requirements on software development</p>		
20	Warehouse management	Develop ToR for warehousing and asset management assessment	Identification of service provider and assessment on warehousing (together with asset management)	Warehouse and asset management assessment completed. Recommendations discussed.	Workplan agreed for warehouse reorganization.	UNOPS
22	Other	<p>Training on excel for operational data management (2 sessions)</p> <p>Training Prince2 Advanced Project Management Training (second session)</p>		<p>Guidance on development and delivery of a training programme in Arabic on project cycle management</p> <p>Training on GPS</p>	<p>Provision of resources for the Translation Section</p> <p>Office Management Training</p>	UNOPS

	Sector	Q 1 to end Mar 2011	Q 2 to end June 2011	Q 3 to end Sep 2011	Q 4 to end Dec 2011	Agency
<i>JP Output 3: IHEC has improved technological capacity to manage electoral processes in a sustainable manner</i>						
24	ITC	On-job training on troubleshooting and configuring ICT infrastructure at NO	<p>E-learning SQL Server</p> <p>On-job training on troubleshooting and configuring ICT infrastructure at NO</p> <p>Recruitment of international ICT Specialist</p> <p>ICT Specialist assessment of IHEC staff ICT skills and learning requirements</p>	<p>E-learning SQL Server</p> <p>On-job training on troubleshooting and configuring ICT infrastructure (NO and KREO/GEOs)</p> <p>Assessment of ICT infrastructure and requirements completed</p> <p>Development of ICT Disaster Recovery Plan</p> <p>ICT Training (depending on assessment)</p>	<p>On-job training on troubleshooting and configuration of ICT infrastructure (NO and KREO/GEOs)</p> <p>Recommendations on ICT strategy developed, based on assessment, and provided to the IHEC.</p> <p>Implementation of ICT Disaster Recovery Plan</p>	UNOPS
25	Call Centre			Assessment of Call Centre equipment	Procurement of call centre equipment, if required	UNOPS
26	GIS			Guidance on requirements for GIS hardware, software and training	Guidance on requirements for GIS hardware, software and training	UNOPS
27	DEC	Support development of DEC Software to test the speed of data-entry clerks	Continue to support development of DEC Software to test the speed of data-entry clerks			UNOPS

ANNEX II – PROGRAMME BUDGET ESTIMATED EXPENDITURE 2012

BUDGET CATEGORY	ESTIMATED EXPENDITURE 2012		
	UNDP AMOUNT (US\$)	UNOPS AMOUNT (US\$)	TOTAL AMOUNT (US\$)
1. Supplies, commodities, equipment and transport	10,000	115,000	125,000
2. Personnel (staff, consultants and travel)	1,472,000	1,211,000	2,483,000
3. Training of counterparts	1,436,531	647,652	2,384,183
4. Contracts	210,000	619,125	529,125
5. Other direct costs	208,363	149,088	357,451
Total Programme Costs	3,336,894	2,741,865	6,078,759
Indirect Support Costs	208,556	171,367	379,923
TOTAL	3,545,450	2,913,232	6,458,682

ANNEX III – PROGRAMME ACTIVITIES 2011

Output 1.1 IHEC has improved institutional transparency and accountability.

A five-day workshop took place in Erbil on 25-29 June to review IHEC complaints processes in relation to best practices in electoral dispute resolution. Thirty-two (32) IHEC participants from the National Office and Governorate Election Offices (GEOs) considered case studies on electoral dispute resolution in other countries to identify ways in which IHEC complaints processing may be improved. The workshop also reviewed IHEC's complaints processes in light of lessons learned and recommendations from previous elections. A key focus of discussions was on models for decentralization, with an aim of accelerating the time for complaints processing. The workshop was implemented by UNDP and facilitated by UNDP and UNAMI electoral legal advisors, with inputs at the event from a UNOPS national complaints consultant.

As a continuation of the above activity, the UNDP Legal/Complaints Advisor completed an assessment of the IHEC electoral complaints system. Interviews were conducted with National Office Complaints Section staff to discuss the database and recordkeeping processes used by the Complaints Section in recent elections. The assessment resulted in an extensive report, which included options for improving the transparency, accountability and efficiency of IHEC's processing of election complaints and consideration of how recommendations can be incorporated into processes for forthcoming elections.

As part of a programme to review the applicable electoral legal framework, the UNDP Legal/Complaints Advisor completed an analysis of the Electoral Law on Provincial, District and Sub-district Councils (Law 36 of 2008) and the proposed amendment to the law. On 19 October and 02 November, the Legal/Complaints Advisor then facilitated a two-day seminar on this for the IHEC Legal Committee. The seminar covered possible inconsistencies in the legal framework, implications of the law on election operations, and how to address these issues with the Council of Representatives. Participants identified the main challenges as the need for clarity in defining the electoral system and procedures for vacant seat allocation, the requirement to develop a stand-alone voter registry database able to produce a voter list to district and sub-district levels, and concerns related to the unclear boundaries of some districts and sub-districts, including disputes between governorates over the control of some sub-districts. Following this, the IHEC Legal Committee prepared a report on its recommendations regarding the law for consideration by the Board of Commissioners.

The UNDP Legal/Complaints Advisor also completed an analysis of the strengths and weakness of the Electoral Law for Kurdistan Region Governorate, District and Sub-district Councils (Kurdistan Law No 4 of 2009) and proposed amendments to the law. On the basis of this analysis, the Advisor provided guidance and advice, through a series of three working sessions in October, to the IHEC Kurdistan Regional Electoral Office (KREO) on its approach to proposed amendments to the law, which were under discussion at the time by the Kurdistan Region parliamentary legal committee. These working sessions also discussed how to develop or amend IHEC regulations to support the Law once it is enacted.

A one-day training on seat distribution methods in proportional representation systems took place on 05 May for nine IHEC staff from legal, training and procedures and capacity building sections. The training aimed to make participants proficient in the use of established seat allocation methods and in drafting of IHEC regulations and procedures on seat allocation. This training also provided a training of trainers' component, and developed a trainers' manual that was provided to the IHEC to enable delivery of similar sessions if desired. The activity took place in UN offices in Baghdad, facilitated by UN electoral advisors.

Following revision of the Government of Iraq procurement law, the UNDP Procurement Advisor undertook an assessment of applicable procurement legislation in relation to requirements for electoral operations. Given the exigencies of electoral events and the need to ensure efficient and timely procurement of goods and services according to the election schedule, this legislation was carefully reviewed to determine its impact on IHEC's electoral procurement. Recommendations were provided to the IHEC on possible exemptions which may be required by the IHEC in case of an electoral event.

Given the significant impact social media had in 2011 in the Arab region on mobilisation for political participation, UNDP, in cooperation with IREX Iraq, organized two four-day training sessions on social media. These sessions took place in Erbil on 03-06 and 12-15 December and were attended by 26 IHEC staff of public outreach and other departments. Training aimed to develop capacity to maximize available social media networks for electoral public outreach campaigns and other IHEC activities online. The programme covered objectives, opportunities and mechanisms for usage of social media, including YouTube, Facebook and Twitter. Discussions are planned in 2012 to define concrete ideas on how social media can be used in public outreach campaigns for forthcoming elections.

Output 1.2 IHEC has improved institutional management structures and practices.

Training on electoral and public procurement for nine IHEC procurement staff took place over the period of 17-25 May 2011. The training was conducted by the UNDP Procurement Support Office (PSO) at its offices in Copenhagen, Denmark. UNDP/PSO is recognized as a professional unit in the provision of public procurement training for different institutions worldwide and at the same time engages in procurement of election materials for electoral commissions. The objectives of this course were to provide the IHEC staff with an overview of large-scale international tendering processes for elections. Training was divided into seven separate modules, including planning and risk management in electoral procurement, writing specifications for electoral materials and overall public procurement principles and strategies, followed by a number of exercises which presented different scenarios in electoral procurement. All nine participants successfully completed the assessment in Copenhagen and eight successfully obtained the Introductory Certificate in Public Procurement (CIPS2) on their return to Baghdad.

At the request of the Manager of the IHEC KREO, the UNDP Electoral Procurement Advisor facilitated a seminar on procurement for 10 KREO staff in Erbil on 02 August 2011. This aimed to introduce KREO staff to the different stages of public procurement processes, Iraqi procurement legislation, and the role and delineation of functions among those involved in the process.

The UNDP Electoral Procurement Advisor together with IHEC procurement staff developed and delivered an in-house training programme on the preparation of specifications and procurement terms of reference. This was held in the IHEC National Office in Baghdad on 20 - 21 September 2011 and was attended by 16 IHEC staff from different departments. The training aimed to strengthen the knowledge and skills of IHEC staff in developing appropriate specifications in order to obtain goods and services according to the clients' requirements as well as avoiding disputes with vendors during the contract implementation phase.

Following recommendations arising from lessons learned reviews of the 2010 Council of Representatives election to decentralise some procurement authorities, UNDP organized a training programme for relevant staff of IHEC GEOs. Two five-day sessions on 'Introduction to Public Procurement' were conducted on 16 - 20 October and 30 October - 03 November in Erbil. A total of 50 IHEC staff from the GEOs participated in the training, which was delivered by the UNDP Electoral Procurement Advisor together with IHEC senior procurement staff. Training consisted of seven key topics, including risk assessment, management of

sourcing relevant markets, bids and proposal evaluations and contract management. The programme aimed to prepare GEO staff to undertake planning and implementation of public tenders in line with the electoral calendar and applicable legislation in Iraq.

On 30 October - 01 November the IHEC Director General of Audit attended a training on Monitoring and Audit of Procurement Performance. The training was organised by the UNDP Iraq Loan Management Team of the Economic Recovery and Poverty Alleviation Cluster together with Japan International Cooperation Agency and delivered by Crown Agents. The training covered monitoring procurement efficiency, monitoring compliance and audit approach to procurement.

Assessment of IHEC procurement processes had also highlighted the need to update IHEC solicitation documents and contract templates. The tender documents in use by the IHEC are similar to those utilized by UNDP, as both use public funds and exercise public procurement practices in solicitation of goods and services. The UNDP Electoral Procurement Advisor provided the IHEC with UNDP solicitation, bid documents and contract templates, and worked with the IHEC to incorporate their best practices and synchronize templates with Iraq procurement legislation, for use as appropriate.

The UNDP Electoral Procurement Advisor conducted a two-day training on Bids and Proposal Evaluation on 12 and 13 December in Baghdad for 15 staff from the IHEC National Office. The course covered all steps of the evaluation process, focusing on the series of measures to safeguard the entire procurement process, as well as presentation and discussion of different evaluation methods as a mechanism to obtain the best value for money principle.

Starting in October 2011, several meetings were organised with a group of IHEC female employees from different sections to reflect on gender issues related to the institution and to electoral processes as a whole. It was agreed to establish regular meetings of the group and to develop a work plan for 2012, with guidance provided by the UNDP Senior Gender Advisor and UNAMI electoral team gender focal point. The group aims to compile comprehensive data on gender issues to provide the new IHEC Board of Commissioners, with relevant available information on gender in electoral processes.

Output 1.3 IHEC has enhanced electoral management policies and processes.

Supported by UNDP, seven IHEC senior and middle management staff participated in a research visit on voter registration at the invitation of the Australian Electoral Commission (AEC), which took place from 21 February until 04 March. Models relating to data collection and processing for continuous voter registration were examined at all levels. Of equal interest were the intensive public awareness activities which the AEC offices implement on an ongoing basis to encourage voters to register. This aimed to enhance IHEC's ability to make informed decisions on appropriate systems for voter registration in Iraq in the longer term.

A series of consultative meetings to discuss the possibility of implementing a nation-wide survey to assess the accuracy and comprehensiveness of the IHEC voter registry took place during the reporting period between UNDP, UNAMI and the IHEC. The current voter registry was initially developed from the Ministry of Trade Public Distribution System database, and has been through significant quality control and updates that increased its accuracy for voting purposes Iraq-wide. The survey will aim to provide an independent assessment of the accuracy of the voter registry and will contribute towards the development of policy recommendations on processes for further development of the registry. Meetings discussed development of the questionnaire and how to identify resources needed for the design of the sample, taking into consideration socio demographic realities in Iraq. It is intended that the survey will take place in 2012,

with support from the UN Information and Analysis Unit. Consideration of options for longer term sustainable solutions for the voter registry is a key priority for the IHEC over the next two years.

UNDP held a six-day workshop on advanced electoral training techniques on 10-15 April. This targeted 18 participants of the Procedures and Training Section, together with other trainers who had been involved in the delivery of first level cascade training for previous elections. The workshop included some intense consideration of adult education methodologies, the electoral training cycle, quality control mechanisms for cascade training, and planning for both electoral and non-electoral periods. The workshop also included practical sessions where fifteen different training techniques were practiced, reviewed by the group and analysed as to how the different techniques could be utilized in training programmes for a range of different target groups both within the IHEC and with external stakeholders. The workshop was facilitated by two UNDP electoral training consultants, supported by the UNAMI Electoral Training Advisor.

This was followed on 17-21 April by a five-day workshop, Comparative Analysis of Electoral Procedures, for a smaller group of eight IHEC staff who are directly involved in the development of procedures and training guidelines. This reviewed electoral procedures from different countries and assessed in what ways they demonstrate international standards in elections. It also included a focus on how to develop user-friendly manuals for training purposes, and how to adapt procedures for different stakeholders. The activity was facilitated by a consultant and the UNDP Electoral Programme Advisor, and was implemented by UNDP.

Two one-day working sessions on anti-fraud measures and election integrity were held on 19 May and 01 June, as a follow up to the above workshop on electoral procedures. These aimed to identify, and analyse the effectiveness of, anti-fraud measures and factors which impact on election integrity, with specific reference to Iraq elections 2005-2010. Eighteen staff in total attended from the IHEC Operations Department and the Data Entry Centre. The working sessions took place in the UN facilities in Baghdad, facilitated by the UNDP Electoral Programme Advisor.

Following requests from the IHEC for additional sessions to the above on anti-fraud strategies, the UNDP Electoral Programme Advisor facilitated a training of trainers' session in Baghdad for three IHEC trainers which focused on how to prevent, detect and respond to electoral fraud. Training materials were provided to the IHEC for use and adaptation in internal IHEC trainings, which aimed to stimulate discussion on various scenarios of possible fraud from different countries. This was followed on 13 December by these IHEC trainers themselves delivering an introductory session on anti-fraud to 23 IHEC participants in the National Office in Baghdad. It is planned by the IHEC that further sessions will take place in 2012, including for staff of the GEOs.

The UNDP Electoral Training Advisor and UNAMI Electoral Training Advisor provided ongoing guidance to IHEC trainers on development of a training programme on electoral procedures for IHEC public outreach staff. As part of this process, once materials were almost complete and ready for testing, UNDP held a facilitated working session on 09-13 October for the IHEC trainers, including peer review, to enable them to complete development of the materials and training programme. This session included review of training materials, consideration of appropriate exercises and practice of delivery, with the overall goal of ensuring preparedness and quality of training. Seven IHEC staff participated in the working session, which resulted in agreement on the final agenda and revised materials, for delivery of training in early 2012. This session along with ongoing feedback provided by UN advisors had the additional benefit of mentoring trainers through the process of adapting existing materials for a different target group.

Two training workshops on ‘Overseeing the Production of Audio/Visual Materials for Electoral Public Service Announcements (PSAs)’ took place on 29 May until 02 June for 14 IHEC National Office and GEO public outreach officials and on 16-20 October for 15 additional public outreach officials. The workshops were implemented by UNDP and delivered by Prisma, a social marketing company based in Jordan which is specialised in behavioural change communication. Training focused on social marketing theory, providing step-by-step guidance on planning and production of radio, television and documentary materials for electoral PSAs. Topics included strategic planning for public outreach campaigns and pre-production, production and post-production process for PSAs. One day was dedicated to a field visit which practically demonstrated the entire, comprehensive production process. Time was also spent in practical application of planning and production based on key target groups, such as women and young voters.

Complementary to the above, UNDP in partnership with Prisma, organized a training to enhance the skills of the IHEC Public Outreach Department in preparing message content for voter education campaigns. This was conducted in Erbil on 06-10 September for 16 IHEC public outreach staff. The workshop aimed to enable participants to develop strategic communications materials in a variety of media formats for voter education and electoral public awareness campaigns. Topics included use of social media, situation analysis, target audience segmentation and analysis, monitoring and evaluation methods, and branding concepts and strategies. One day was also dedicated for the evaluation of the previous campaign conducted by the IHEC. The IHEC has requested that this training is repeated in 2012 for additional IHEC staff.

On 03-10 October, eight IHEC staff from the Public Outreach Department and senior management participated in a study visit hosted by the South African Independent Electoral Commission (IEC). The activity aimed to acquaint IHEC staff with the structures, best practices, and experiences of an effective public outreach department in another, well-established independent Electoral Management Body. The IHEC delegation noted the experiences of the South African IEC in the preparation and implementation of its communications plan and the mechanisms for cooperation with civil society organizations and political parties. The activity also raised useful issues for consideration in expanding work in the area of civic education, and in promoting the engagement of external stakeholders in this.

As follow up to previous UN electoral support to local observer networks and in preparation for future electoral events, a roundtable on domestic observation strategy took place in Erbil on 07-09 October. The roundtable was facilitated by Clic-Consultants and implemented by UNOPS. The 30 participants included IHEC senior managers and public outreach staff, representatives from Iraqi observer networks, INGOs with experience in electoral observation in Iraq and other relevant stakeholders. The roundtable aimed to initiate discussions on ways to improve coordination between IHEC and national observer networks and ensure continued, sustainable observation of future elections. At the end of the roundtable a set of recommendations and an action plan were agreed, and a committee was formed to follow up on workshop recommendations, consisting of representatives from the IHEC, Iraqi observer networks, the international NGO, National Democratic Institute (NDI), and UNOPS.

Two sessions of a training workshop on Different Approaches in Packing, Tracking and Accounting for Election Materials were implemented by UNDP in Erbil on 17-21 and 24-28 July for a total of 40 IHEC logistics staff from the National Office and GEOs. As an outcome of recommendations of election lessons learned activities, the workshop aimed to consider methodologies for handling election materials. Emphasis was given to the proper tracking and accounting of sensitive materials such as ballot papers, to improve the transparency and integrity of the electoral process. Participants noted that discussions on election materials specifications, handling and tracking were particularly beneficial in enhancing their knowledge of election logistics. Training was delivered by a UNOPS consultant and UNAMI and UNDP electoral advisors.

Training on Operational Data Management was conducted in Erbil from 15 to 19 November 2011 for 15 IHEC operations staff from the National Office and the KREO. The activity is the first of a series of training sessions that aim to enhance IHEC staff capacity in election data collection and reporting, and to improve IHEC's existing processes for data management for field coordination purposes. This session focused on improving the effectiveness of data aggregation and systematisation with reference to various examples from other countries and analysis of different methods of data management. A practical exercise on election communication was conducted, involving 32 IHEC staff from the KREO and Erbil GEO in addition to workshop participants. This was a real-time test of reporting through all levels in order to estimate time and resources required for reporting and consolidating data, and potential ways to maximise accuracy and efficiency of the reporting process. The training was implemented by UNDP, with the programme developed and delivered by a consultant who specialises in election data management, with support from the UNAMI Field Coordination Advisor.

UNOPS deployed a Senior Security Advisor to Baghdad. This advisor is working with key IHEC personnel to review existing security arrangements for the IHEC premises and outside perimeter and identify formal recommendations for improvement, which have been presented to IHEC senior management. The work continues in 2012. The improvements to IHEC security management has also contributed to increased access for the UN Electoral Assistance Team to the IHEC premises.

Output 2.1 IHEC has enhanced internal capacity building and professional development strategy.

During the reporting period, UNDP and UNOPS programme staff worked on a day to day basis with the IHEC Capacity Building Department to review of their standard operating procedures for implementation of capacity building activities. Significant time was spent on this by both UN and IHEC staff, to ensure a user-friendly document, which presents procedures clearly, concisely and correctly. The final draft was completed and presented at a coordination meeting with GEO capacity building focal points in Erbil at the end of June. During this meeting, feedback on the procedures was obtained, and attendees discussed the role of GEOs in defining and delivering IHEC capacity building initiatives. Procedures have been finalised, pending approval by the IHEC Board of Commissioners and distribution to IHEC GEOs.

In response to requests from the IHEC for support in improving monitoring and evaluation of capacity building activities, UNDP and UNOPS developed an 'IHEC Guide on Design, Monitoring and Evaluation'. This provides a theoretical framework to monitoring and evaluation methodologies and aims to establish a standardized approach to the design, monitoring and evaluation of both activities and projects. It is intended that the guide will form the basis for follow up activities and subsequent guidance to IHEC Capacity Building Department staff in the development of IHEC internal projects.

UNDP and UNOPS electoral programme staff provided guidance to the IHEC Capacity Building Department on establishing an appropriate framework for development and implementation of internal IHEC projects. This includes development of an overall strategy and key goals under which all projects would fall and a common framework for project design and implementation, with an appropriate monitoring and evaluation structure consistent with the above Guide. Ongoing guidance was also provided to the Capacity Building Department on strengthening coordination with the GEOs on implementation of activities, developing appropriate activity tracking mechanisms, writing outline concepts with defined objectives and target group, the establishment of an IHEC resource centre, and the identification of a suitable, dedicated training room within the IHEC National Office building in Baghdad. All guidance to the IHEC Capacity Building Department is undertaken jointly by UNDP, UNOPS and UNAMI.

The programme also initiated follow-up to two previous regional BRIDGE¹¹ activities organized by International IDEA in cooperation with BRIDGE partners the Foundation Module “An Introduction to Electoral Administration” and a Train the Facilitators course, reported in the 2010 annual report. Participation of four IHEC staff in each session had been supported by UNDP and IFES. An one-day internal session on training module development was held in Baghdad for these eight BRIDGE participants facilitated by the UNAMI Electoral Training Advisor. This aimed to provide an opportunity for the trainers to practice methodologies learned in the workshop.

Additionally, the four IHEC staff members, who in 2010 had gained semi-accreditation as BRIDGE facilitators through the regional Train the Facilitators course held in Amman, this year achieved full accreditation, through supervised activities undertaken in cooperation with IFES. This is with the overall aim of enhancing facilitation skills of IHEC trainers and enabling the IHEC to use BRIDGE materials and methodologies for its capacity building purposes. These fully accredited facilitators are now authorized to use BRIDGE resources for their own trainings.

Output 2.2 IHEC staff have improved technical skills to fulfil their functions effectively.

The IHEC designs its own public outreach and technical electoral materials, and is now also planning to print small quantity materials in-house. For this purpose, UNOPS deployed a Graphic Design Advisor to work with the IHEC Graphic Design Unit and to conduct an assessment to identify the equipment and training needs required for implementation. A training plan was prepared which aimed to enable transition to Apple Macintosh computers, ensure familiarity with the latest updates in graphic design software and develop knowledge and skills in using animation software.

As the first component in implementation of this plan, seven IHEC graphic designers participated in a 27-day training programme in Amman from 14 February to 17 March. This aimed to provide the IHEC Graphic Design Unit with a basic introduction in the use of Apple Macintosh computers, and to ensure familiarity with the latest updates in graphic design software packages so that IHEC graphic designers could then use these independently. Six of the participants completed the Adobe CS5 examination accrediting them as certified users of Adobe Photoshop, Illustrator and In-Design. The participants also successfully completed a module in Adobe Flash and Adobe After Effects, as an introduction to animation software. Training was delivered by GRAPHSENSE and implemented by UNOPS.

Upon completion of the above training, UNOPS procured equipment and software identified as necessary for the IHEC Graphic Design Unit to function efficiently with up to date equipment. The Graphic Design Advisor provided on-the-job training for the IHEC graphic designers in Baghdad to ensure correct installation of equipment and software and monitor application of skills gained during the training.

To build upon the introduction to animation software (above), advanced training on graphic design animation was provided for six IHEC staff, with courses on Adobe After Effects and Adobe Flash CS5 taking place in Amman on 15 November - 13 December 2011. The training aimed to increase knowledge and professionalism of IHEC graphic designers in production of cartoons and video materials for voter education and voter information campaigns. Training was delivered by Providence International, with the Graphic Design Advisor present throughout to monitor training, provide guidance to IHEC staff and facilitate practice sessions after each day’s training session to consolidate skills learned. All six participants

¹¹ “BRIDGE” stands for Building Resources in Democracy, Governance and Elections. BRIDGE partners consist of International IDEA, the Australian Electoral Commission (AEC), the Electoral Assistance Division (EAD), IFES and UNDP.

passed the final exams with high grades. IHEC graphic designers have subsequently been working in Baghdad to develop their own animations for electoral public outreach campaigns. It was noted that IHEC graphic designers demonstrated a keen commitment to the training programme.

A two-day training for the Graphic Design Unit was held on 16-17 October at the IHEC National Office on the use of digital cameras and the mechanics of photography, in cooperation with the UNAMI Public Information Office. This covered principles and practice of digital photography, to enable IHEC graphic designers to produce high quality images for design of election materials.

UNDP, UNOPS, UNAMI and IFES have worked closely with the IHEC Operations Department to develop a long term strategy for database development and data management. The strategy encompasses the need for increased in-house capacity for writing code through specialist training, in order to improve IHEC capacity to execute all projects relating to developing and maintaining complex database systems. An extensive training plan targeting IHEC database development staff was agreed upon, consisting of a series of progressive modules. UNOPS contracted a company to initiate the software development training programme beginning with courses on Visual Studio 2008 ASP.NET 3.5 and Microsoft Visual Studio 2008. The training took place over the period of 13 March to 20 June 2012. In order to ensure on-going availability of database developers within the IHEC, staff were divided into two groups to participate in the training in rotation. All 40 participants passed the difficult MS certification exams.

Following implementation of the first two training modules above, a 16-day accelerated programme was delivered on 03 – 20 July 2011 to four IHEC staff who had not been able to attend these two modules. This training was designed to ensure that the four staff were brought up to speed and enabled to join the next module of the database training. All four passed the programme's post assessment.

The third software development training module on SQL Server was also initiated in 2011, again dividing participants into two separate groups. Training for the first group of 12 IHEC participants took place from 11 September to 12 November, with all participants passing the MS certification exams. Training for the second group of 12 participants started on 21 November and will run to 24 January 2012. All database training under the programme has been implemented by UNOPS and delivered by Providence International.

Additionally, in order to further support this capacity development of IHEC database developers, UNOPS recruited a national database consultant. This consultant is working on location at the IHEC offices in Baghdad and has been providing guidance and on-job training to IHEC staff on a daily basis in relevant areas, such as database development for the voter registry.

UNOPS and UNDP programme staff worked with the IHEC Capacity Building Department to develop an introductory training module on project management based on UNDP/UNOPS project management guidelines. A one-day training session on the full project management cycle was conducted by an IHEC trainer from the Capacity Building Department for 12 staff from the same department. One outcome of the training was a draft project outline template which can be used to develop IHEC projects in the future.

Training on project cycle management leading to examination for PRINCE2 Certification (Foundation and Practitioner) took place in Erbil from 02 to 13 October 2011. Twelve IHEC staff participated in the intensive training programme, which was delivered by Mentor Training and Consulting and implemented by UNOPS. PRINCE2 is a process-based approach for project management, providing an easily tailored and scalable methodology for the management of all types of projects. All twelve participants passed the foundation exam while none passed the practitioner exam. The training was nevertheless found to be of

great use and led to participants holding an introductory session on project management for 29 other IHEC staff in Baghdad. This session introduced IHEC colleagues to project management methodologies in general and PRINCE 2 terminology in particular.

Practical, on-the-job training for 17 IHEC National Office Safety and Security staff was held in Baghdad from 21 November to 01 December, implemented by the UNOPS Security Advisor. This covered Fire Safety, Security Screening, Floor Security and Monitoring with instructions on Command and Control procedures. The exercise emphasized standard operating procedures and the importance of maintaining situational awareness on each floor and station of the IHEC National Office.

Output 3.1 IHEC has improved technological capacities to support electoral processes in a sustainable manner.

UNOPS recruited an Information Technology/Communications expert to oversee implementation of output 3 of the programme. The consultant worked for a six month period to assess and improve the technological capacity of the IHEC. Work was initiated on technical strategy development for the IHEC ICT Section, streamlining and re-engineering existing ICT systems and creating an ICT Disaster Recovery Plan.

UNOPS also recruited a national consultant to support the IHEC in its work on IT and communications. This consultant has been working on location at the IHEC National Office in Baghdad and has been providing guidance on a daily basis on troubleshooting the network, and redesign and configuration of the ICT infrastructure and communications equipment. This includes maintenance and configuration of the CISCO phone network, re-cabling of the server room and connecting to the right core switch, improving security through legitimate software and anti-virus software, and problem solving on Virtual Local Area Network (VLAN). Throughout this, the ICT Consultant has been providing on-job training, and coaching and mentoring IHEC IT staff on different technology choices for improved performance.

Following a UNOPS tender process, a company was contracted to conduct an independent assessment of the IHEC IT and communications infrastructure. The completed assessment consists of an overview of the IT and communications infrastructure in the IHEC National Office, Data Entry Centre, KREO and GEOs of Erbil and Basrah. Additionally, the UNAMI Database/IT Advisor and the UNOPS National ICT Consultant went to Erbil to assess the information and communication technology set-up in the KREO, as well as in the Erbil and Dahuk GEOs. These assessments will be used to achieve a comprehensive review of the status of the IHEC ICT infrastructure in order to identify ICT needs at both National Office and field level in 2012 and develop an overall strategy for improving the IHEC ICT infrastructure.

The first of a series of trainings for the IHEC ICT Section, took place between 31 July and 31 October, implemented by UNOPS for a total of twelve IHEC ICT staff. This aimed to develop the expertise required within the IHEC to maintain a basic network based on Windows Server 2008 and to address deficiencies detected in the overall IHEC infrastructure. Participants were divided into two groups of six for training in two stages. Eleven out of the twelve participants passed the Microsoft Certification exams. Training was delivered by Providence International, who reported that great progress had been made by the participants but also emphasised the importance of follow-up through on-job training and e-learning in order to maximise benefits of the training. A plan is now being made for training using an e-learning programme developed by Providence International.