Institutional Development Support to the IHEC
MPTF OFFICE GENERIC FINALPROGRAMME[1] NARRATIVE REPORT
REPORTING PERIOD: FROM OCTOBER 2010 TO OCTOBER 2013

Programme Title & Project Number	Country, Locality(s), Priority Area(s) / Strategic Results[2]
• Programme Title: Institutional Development Support to the IHEC • Programme Number G11-23 • MPTF Office Project Reference Number:[3] 76645	Iraq, Baghdad. *Priority area/ strategic results* Improved Governance including protection of Human Rights

Participating Organization(s)	Implementing Partners
• Organizations that have received direct funding from the MPTF Office under this programme UNDP and UNOPS	The Independent High Electoral Commission of Iraq (IHEC)

Programme/Project Cost (US$)		Programme Duration	

Total approved budget as per project document:
 MPTF /JP Contribution[4]:
 • *by Agency (if applicable)*
    UNDP:$ 9,755,047
    UNOPS:$ 10,914,712
	$24,861,991 (reduced to $20,669,759)	Overall Duration
		 Start Date[5]
			36 Months
			 18 October 2010

Agency Contribution • *by Agency (if applicable)*	USD 0	Original End Date[6]	17 October 2013
		Actual End date[7]	17 October 2013
Government Contribution *(if applicable)*	USD 0	Have agency(ies) operationally closed the Programme in its(their) system?	Yes ☐ No ☐
Other Contributions (donors) *(if applicable)*	USD	Expected Financial Closure date[8]:	31 March 2014
TOTAL:	USD 20,669,759		

Programme Assessment/Review/Mid-Term Eval.	Report Submitted By
Evaluation Completed ☐ **Yes** ☐ No Date: *21.03.2012- Mid-Term Review* Evaluation Report - Attached ☐ **Yes** ☐ No Date: *02.12.2012 – UN EAD NAM Report*	o Name: Sammy Alfandika o Title: Project Manager o Participating Organization (Lead): UNDP and UNOPS o Email address: sammy.alfandika@undp.org

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[1] The term "programme" is used for programmes, joint programmes and projects.

[2] Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;

[3] The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as "Project ID" on the project's factsheet page on the MPTF Office GATEWAY.

[4] The MPTF/JP Contribution is the amount transferred to the Participating UN Organizations – see MPTF Office GATEWAY

[5] The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the MPTF Office GATEWAY

[6] As per approval of the original project document by the relevant decision-making body/Steering Committee.

[7] If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities. Please see MPTF Office Closure Guidelines.

[8] Financial Closure requires the return of unspent balances and submission of the Certified Final Financial Statement and Report.

Main abbreviations and acronyms used in the report:

AJC	Accountability and Justice Commission
CoR	Council of Representatives
CTA	Chief Technical Advisor
CPAP	Country Programme Action Plan
CPD	Country Programme Document
EJP	Election Judicial Panel
GEO	Governorate Electoral Office
GoI	Government of Iraq
ICI	International Compact with Iraq
ICT	Information and Communication Technology
IDP	Internally Displaced Persons
IEAT	International Electoral Assistance Team
IHEC	Independent High Electoral Commission
ITB	Invitation to Bid
ITF	Iraq Trust Fund
KRG	Kurdistan Regional Government
MDGs	Millennium Development Goal
MoDM	Ministry of Displaced and Migration
NDS	National Development Strategy
RFP	Request for Proposal
RFQ	Request for Quotation
SCR	Security Council Resolution
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
VRC	Voter Registration Centre

EXECUTIVE SUMMARY

The Programme, "Institutional Development Support to the IHEC" provided capacity building support to the Independent High Electoral Commission (IHEC) to effectively plan, implement, monitor and evaluate its short and long term goals through application of best electoral management practices, policies and processes. With the active support of the UNDP and UNOPS, IHEC recorded significant successes in the conduct of the 2013 Governorate Council and the Kurdistan Regional Elections without any major setbacks. The elections were widely acknowledged as credible and professionally managed by both local and international observers. Similarly, UNDP contributed to IHEC's technical capacity to engage effectively with the Iraqi public through comprehensive media outreach and communication strategy support. This support enhanced citizen and stakeholders' confidence in the electoral process as evidenced by continued participation of political entities as well as an increase in the inclusion of women, youth and people with disabilities in the political process.

This report summarizes the achievements of the programme and the impact that it has made on the conduct of Iraq's electoral processes. The report also highlights challenges and constraints that were experienced during its implementation. Details of key activities that were implemented are in the Annex.

I. Purpose

This programme was jointly developed by the UN and the Iraqi Independent High Electoral Commission (IHEC) to support the IHEC in its continued institutional 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 objectives were based on the results of a comprehensive IHEC capacity assessment in October/November 2009, recommendations from the IHEC and inputs of international advisors working closely with the IHEC on a day-to-day basis, and lessons learned from recent electoral events. These objectives aimed to address significant gaps in the following areas:

1. Institutional framework and organisational capacity of the IHEC as Iraq's permanent electoral institution, established under the constitution;
2. Human resource capacity of the IHEC (staff skills, knowledge and resources) at both central and governorate office levels;
3. Technological capacity of the IHEC to manage electoral processes in a sustainable manner.

II. Assessment of Programme Results

i) Narrative reporting on results:

The institutional development programme provided support to enhancing IHEC's capacity in key priority areas of procurement, public outreach, database development, ICT, project cycle management, and gender mainstreaming of the electoral processes.

Support in Procurement included in-house coaching and training of IHEC Bidding and Procurement Department Staff, by UNDP Electoral Procurement Adviser, and also external certified training courses and study visits. Eleven staff of the Department had been certified by the Chartered Institute of Procurement and Supplies (CIPS) Level 3. Through these interventions, the IHEC has developed full capacity to timely procure all goods and services required for electoral processes. Similar capacity building initiatives were implemented in Public Outreach, Legal and Complaints, ICT and Graphic Design departments.[9] A total of 1, 589 IHEC staff were trained in their respective functional areas.

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[9] Full details of the activities, including numbers of participants disaggregated by gender, are in the Annex.

Another major intervention that the programme supported was a review various electoral procedures, including voter registration, polling and vote counting in order to promote efficiency, transparency and accountability in the management of the electoral process. Staff training activities for all these electoral procedures were also supported by the programme. The programme team worked with the IHEC counterparts and also supported study visits to advanced electoral management bodies in South Africa and Norway as one way of learning best electoral practices.

In 2012, the IHEC intensified preparations for the Governorate Council Elections, which were held in April and June 2013. UNDP and UNOPS provided both capacity building and operational support that was in line with the IHEC's electoral preparation phase. Areas of special focus included customized training of staff in the Data Entry Centre (DEC) and Political Entities section, gender mainstreaming of the electoral process and voter information awareness activities.

During the same period, the Electoral Procurement Advisor supported the IHEC in major electoral procurement processes during the electoral period through guidance and advice in the preparation of bid documents. Through this support the IHEC achieved transparency and cost-effectiveness in its procurement functions. The programme also designed and produced voter education and voter information materials such as golf-shirts, sports bags, mouse pads, memory flashes and pens in support of public outreach delivery for the Council of Representatives elections.

Notable support also included public outreach delivery, where UNDP provided strategic direction by guiding and advising the IHEC, based on international best practices, in media campaigns, communication and delivery of civic and voter education to the general public.

In September 2013, the IHEC conducted the Kurdistan Regional Government (KRG) Parliamentary elections. In line with this major electoral activity, UNDP and UNOPS provided both capacity building and operational support. An electoral activity matrix was prepared and a support agreement was reached between the UN and IHEC on areas including the logistics and field coordination, Data Entry Centre (DEC), Political Entities section, gender mainstreaming of the electoral process and voter information awareness activities. During the same period, IHEC commenced preparations for the conduct of the Council of Representatives (COR) elections, which are scheduled for 30 April 2014. In this regard, UNDP and UNOPS provided capacity building support in form of workshops and in-house trainings to the IHEC to effectively plan, implement, monitor and evaluate its short and long term goals through application of best electoral management practices, policies and processes.

With the support of the programme, the IHEC recorded significant successes in the preparation and execution of the 2013 Governorate Council and the Kurdistan Regional elections without any major setbacks. The elections were widely acknowledged by both local and international observers as credible and professionally managed. UNDP contributed to the IHEC's technical capacity to engage effectively with the Iraqi public through comprehensive media outreach and communication strategy support. This support enhanced citizen and stakeholders' confidence in the electoral process as evidenced by continued participation of political entities, increased voter participation, engagement and awareness of their political rights and responsibilities, as well as an increase in the inclusion of women, youth and people with disabilities in the political process.

The two sets of elections conducted in 2013 provided a timely litmus test for both the IHEC and the programme as it provided the basis for assessing the impact of the programme on the ability of IHEC to manage the implementation of the electoral process. A series of lessons learnt workshops targeting each functional department were conducted to critically assess their management. It was widely acknowledged during the review that the programme interventions had made a significant impact in enabling the IHEC to deliver free and fair elections. The review also exposed some areas of weaknesses that the Programme had not fully achieved all its planned objectives. Notable areas that still needed to be addressed were the development of a credible and accurate voter registry which had proved to have some flaws and lacked disaggregated male and female data, the permanent enabling electoral legal framework and strengthening of IHEC's external stakeholder relations.

In line with the objective of promoting gender equality at all levels of Iraqi's political sphere, UNDP provided guidance and support to the IHEC in two areas: to mainstream gender in the IHEC as an institution and to promote equal participation of both men and women in the electoral processes as both candidates and voters. A Gender Working Group was formed in July 2012 to develop a Gender Work plan and oversee its implementation. As a result of these efforts, IHEC made deliberate efforts to promote the participation of women in the Governorate Council Elections. It reduced the registration fee for women-only political entities and for women candidates in recognition of the potential of women's contributions to strengthen governance in Iraq's political processes as a significant institutional shift towards a true democratic state. UNDP implemented a study on "Women and Politics in Iraq" which came up with key recommendations on how to enhance women participation in electoral processes.

As the best way to build trust in the electoral process is through transparent actions, backed by vigorous external relations efforts, the programme provided advice and guidance to IHEC on development and implementation of a comprehensive external relations strategy and strategic planning. A Political Entities Advisor was hired from January 2013 to support the IHEC in this area. Among other things, UNDP supported the IHEC in the development of a strategic implementation plan for the Political Entities Section, which drew a roadmap for IHEC's engagement with its key stakeholders in the electoral process.

The overall assessment of the programme indicates it has fully achieved its planned outputs, but a few implementation gaps remained at the close of the programme. The support in the area of voter registry required a full assessment of the current status of the Voter Registry through a survey. However, this activity was not completed due to the sensitivity of carrying out such a survey during the electoral process. In the absence of the assessment, it remained unclear as to the extent of inaccuracy in the voter registry and the measures needed to be taken by the IHEC to rectify. The other area where the programme did not meet its target was the review of the electoral legal framework as well as dispute resolution. This was mainly due to the political impasse in the Council of Representatives while led to delays or failure to pass laws. While there were efforts to support the review of the electoral laws prior to each election, this review was not on permanent basis as it was specifically for 2013 and 2014 elections only. Further review of the electoral laws is therefore required to allow for their general application. The same case applies to the framework for electoral dispute resolution as Parliament only passed the laws for governing the 2013 and 2014 elections only. Finally, citizens' participation in the electoral processes remains a major challenge. It is rather difficult to measure the impact of the programme's interventions in this area as there are external factors such as lack of security that deter citizen participation both as candidates as well as voters.

Using the **Programme Results Framework from the Project Document / AWPs** - provide details of the achievement of indicators at both the output and outcome level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why.

Outcome/ Output Indicator	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification
Outcome: Strengthened electoral processes in Iraq **JP 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 1 / UNDP** **1.1 IHEC has improved institutional transparency and accountability**			
Indicator 1.1.1 CoR reporting requirements reviewed with the IHEC **Baseline:** No **Planned Target:** Yes	Yes		IHEC reports to CoR & feedback from CoR
Indicator 1.1.2 Board decisions published in Kurdish and Arabic **Baseline:** Some **Planned Target:** All	All		IHEC website
Indicator 1.1.3 IHEC electoral regulatory framework reviewed **Baseline:** No **Planned Target:** Yes	On-going	IHEC regulations are not permanent and are reviewed before every election, so this is on going.	Applicable regulations; Review; Capacity building activity reports
Indicator 1.1.4 Electoral legal framework reviewed in cooperation with CoR Legal Committee **Baseline:** No **Planned Target:** Yes	On-going	Most of the electoral laws are not permanent and reviewed before every election, so this is on-going.	Applicable laws and regulations; Review;
Indicator 1.1.5 IHEC complaints process reviewed **Baseline:** No **Planned Target:** Yes	Yes		Review
Indicator 1.1.6 Institutional framework for dispute resolution reviewed in cooperation with CoR Legal Committee, AJC, and EJP.	On-going	The IHEC and EJP were yet to undertake a study visit to learn international best	Applicable laws and regulations; Capacity

Baseline: No **Planned Target:** Yes		practices in the area. This was delayed due to elections in 2013.	building activity reports
Indicator 1.1.7 IHEC processes reviewed in relation to GoI regulations and procedures (admin, finance, contracts) **Baseline:** No **Planned Target:** 3	3		Review
Indicator 1.1.8 Number of capacity building activities[10] organized on transparency, accountability and legal framework **Baseline:** 0 **Planned Target:** 19	19		Capacity building activity reports
Indicator 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 **Baseline:** 0 **Planned Target:** 340 (20% female)	589 (539 male, 50 female)	More IHEC staff were trained than planned as this was identified as one of the key priority areas.	Capacity building activity reports
Indicator 1.1.10 Percentage of participants satisfied with the relevance and usefulness of the activity **Baseline:** N/A **Planned Target:** 80%	85%		Participant post activity assessments
Indicator 1.1.11 Number of consultants providing technical support to IHEC on improved transparency and accountability **Baseline:** 0 **Planned Target:** 5	5		Consultant attendance sheet
Output 1.2 / UNDP **IHEC has improved institutional management structures and practices**			
Indicator 1.2.1 IHEC SOPs drafted (finance, human resources, information management, administration approval processes) **Baseline:** N/A **Planned Target:** 5	4	New SOPs were not developed in Finance as the IHEC felt the existing ones were adequate and in line with the Government regulations	SOPs
Indicator 1.2.2 IHEC reporting guidelines drafted	Yes		Reporting guidelines

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

Baseline: No **Planned Target:** Yes			
Indicator 1.2.3 IHEC finance, human resources and inventory management systems assessed and upgraded **Baseline:** 0 **Planned Target:** 3	0	System support was not provided due to change of priority where the IHEC wanted support in building capacities of staff rather than systems.	System assessment reports IHEC finance, human resources and inventory management systems
Indicator 1.2.4 Number of management capacity building activities organized for enhancement of management structures and practices **Baseline:** 0 **Planned Target:** 19	22		Capacity building activity reports
Indicator 1.2.5 Number of personnel (male/female) engaged in management capacity building activities **Baseline:** 0 **Planned Target:** 400	267 (194 male, 73 female)	This activity was scaled down and efforts were redirected to 1.3.7: Electoral management policies and processes in order to support the GCE and KRG electoral processes in 2013.	Capacity building activity reports
Indicator 1.2.6 Percentage of participants satisfied with the relevance and usefulness of the activity **Baseline:** N/A **Planned Target:** 80%	96%		Participant post activity assessment
Indicator 1.2.7 Number of consultants providing technical support to IHEC to improve institutional management structures and practices **Baseline:** 0 **Planned Target:** 5	5		Consultant attendance sheet
Output 1.3 / UNDP lead w UNOPS **IHEC has enhanced electoral management policies and processes**			
Indicator 1.3.1 Assessment of voter registration policies, operational processes and systems completed, in cooperation with relevant Iraqi government bodies **Baseline:** No **Planned Target:** Yes	30% completion	While preparatory work to conduct a nationwide assessment survey was completed by UNDP, implementation of the assessment was	Assessment report

		postponed indefinitely at the request of the IHEC. This was due to anticipated public perceptions that the Voter Registry was fraudulent and therefore not ideal for use during elections, which could have discredited the electoral processes.	
Indicator 1.3.2 Study of IDP data and voting patterns completed, in cooperation with MoDM **Baseline:** No **Planned Target:** Yes	30% completion	While preparatory work to conduct a nationwide study was completed by UNDP, implementation of the study was postponed indefinitely at the request of the IHEC.	Assessment report
Indicator 1.3.3 Systems for managing political entity and candidate data assessed and upgraded **Baseline:** No **Planned Target:** Yes	Yes		Assessment report
Indicator 1.3.4 Voter information campaign evaluated **Baseline:** No **Planned Target:** Yes	Yes		Evaluation Report
Indicator 1.3.5 IHEC GEO helpdesk and call center services assessed and improved **Baseline:** No **Planned Target:** Yes	Yes		Assessment report and procurement documents
Indicator 1.3.6 Number of capacity building activities held to enhance electoral management policies and processes **Baseline:** 0 **Planned Target:** 27	39		Capacity building activity reports
Indicator 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 **Baseline:** 0 **Planned Target:** 450	725 (611 male, 114 female)		Capacity building activity reports

Indicator 1.3.8 Percentage of participants satisfied with the relevance and usefulness of the activity **Baseline:** N/A **Planned Target:** 80%	85%		Participant post activity assessment
Indicator 1.3.9 Number of consultants providing technical support to the IHEC to enhance electoral management policies and processes **Baseline:** 0 **Planned Target:** 4	4		Consultant attendance sheet
JP Output 2: IHEC has enhanced human resource capacity to effectively fulfil its roles and responsibilities, at both central and governorate office levels **Output 2.1 UNDP lead w UNOPS** **IHEC has enhanced internal capacity building and professional development strategy**			
Indicator 2.1.1 Internal CB procedures and evaluation tools developed by IHEC **Baseline:** No **Planned Target:** Yes	Yes		Internal procedures
Indicator 2.1.2 Number of personnel (male/female) using resources provided to the IHEC resource center (books, publications) **Baseline:** 0 **Planned Target:** 50	80 (56 male, 24 female)	With free donation of elections resources from NDI, the project was able to reach out to more IHEC staff than planned	IHEC resource centre
Indicator 2.1.3 Number of capacity building activities organized for IHEC CB personnel **Baseline:** 0 **Planned Target:** 8	8		Capacity building activity reports
Indicator 2.1.4 Number of IHEC CB personnel (male/female) engaged in capacity building activities **Baseline:** 0 **Planned Target:** 67	191 (159 male, 32 female)	There was need to implement a three-phased capacity building programme to ensure that the Capacity Building Department is fully developed to plan, implement and monitor capacity building activities.	Capacity building activity reports

Indicator 2.1.5 Percentage of participants satisfied with the relevance and usefulness of the activity **Baseline:** N/A **Planned Target: 80**%	90%		Participant post activity assessment
Indicator 2.1.6 Number of capacity building activities organized by IHEC CB Department **Baseline:** N/A **Planned Target:** 90	85	Not all planned activities could be implemented due to GCE and KGR electoral processes.	Capacity building activity reports
Indicator 2.1.7 Number of personnel (male/female) engaged in capacity building activities organized by IHEC CB Department **Baseline:** 0 **Planned Target:** 800	772 (620 male, 152 female)	As above	Capacity building activity reports
Indicator 2.1.8 Number of personnel (male/female) fully accredited as BRIDGE facilitator **Baseline:** 0 **Planned Target:** 4	11 (10 male, 1 female)	It was cost-effective to train 11 than 4 as this was specifically for the IHEC.	Capacity building activity reports
Indicator 2.1.9 Number of consultants providing support to the IHEC in delivery of capacity building activities **Baseline:** 0 **Planned Target:** 8	3	Most of the support was provided by staff (Capacity Building Advisor, Public Outreach Advisor, Procurement Advisor, Political Entities Advisor and Media and Communication Advisor).	Consultant attendance sheet
Output 2.2 / UNOPS **IHEC staff have improved technical skills to fulfil their functions effectively**			Capacity building activity reports
Indicator 2.2.1 Number of capacity building activities organized to enhance technical skills **Baseline:** 0 **Planned Target:** 15	25		Capacity building activity reports
Indicator 2.2.2 Number of personnel (male/female) engaged in capacity building activities to improve technical skills **Baseline:** 0 **Planned Target:** 298	352 (289 male, 63 female)		Participant post activity assessment
Indicator 2.2.3 Percentage of participants satisfied with the relevance and usefulness of	98		Capacity building activity

the activity **Baseline:** N/A **Planned Target:** 80%			reports
Indicator 2.2.4 Number of personnel (male/female) trained in use of graphic design and translation equipment **Baseline:** 0 **Planned Target:** 10	8 (7 male, 1 female)	These were the only available IHEC staff that needed to be trained in Graphic Design	Consultant attendance sheet
Indicator 2.2.5 Number of consultants providing technical support to improve IHEC staff technical skills **Baseline:** 0 **Planned Target:** 5	6		Internal procedures
JP Output 3: IHEC has improved technological capacity to manage electoral processes in a sustainable manner **Output 3.1 / UNOPS** **IHEC has improved technological capacities to support electoral processes in a sustainable manner**			
Indicator 3.1.1 Number of technological assessments completed (IT and communications) **Baseline:** 0 **Planned Target:** 2	2		IT and Communications assessment reports
Indicator 3.1.2 Voter registration systems and equipment upgraded **Baseline:** No **Planned Target:** Yes	Yes		Voter registration systems and procurement documents
Indicator 3.1.3 GIS system developed **Baseline:** No **Planned Target:** Yes	Yes		GIS system and procurement documents
Indicator 3.1.4 Number of personnel (male/female) trained on the usage and maintenance of IT systems **Baseline:** 0 **Planned Target:** 252	89 (72 male, 17 female)	Training was limited to National Office staff only. Targeted Governorate Offices staff were not trained under this programme.	Capacity building activity reports
Indicator 3.1.5 Percentage of trainees passing the end of training technical test **Baseline:** N/A	100%		Training report

Planned Target: 80%			
Indicator 3.1.6 ITC Disaster Recovery Plan is developed **Baseline:** No **Planned Target:** Yes	Yes		ITC Disaster Recovery Plan
Indicator 3.1.7 Strategy for improving data entry center processes is developed **Baseline:** No **Planned Target:** Yes	Yes		Strategy document
Indicator 3.1.8 Number of IHEC staff participating in a study visit on effective and efficient tabulation of results **Baseline:** 0 **Planned Target:** 8	0	No study visit was conducted specifically for this area as the IHEC gained similar knowledge through other study visits conducted by the programme.	Capacity building activity report
Indicator 3.1.9 IHEC call center systems assessed and upgraded **Baseline:** No **Planned Target:** Yes	Yes		Assessment report and procurement documents
Indicator 3.1.10 Number of consultants providing technical support to improve IHEC's IT communication and technology **Baseline:** 0 **Planned Target:** 3	6	Additional consultants in this area were deployed to support the IHEC in the implementation of the GCE and KRG electoral processes.	Consultant attendance sheet

iii) Evaluation, Best Practices and Lessons Learned

The programme's internal mid-term review was conducted by the UN electoral team, together with key counterparts of the IHEC in March 2012. The Institutional Development Support to the IHEC Programme was reviewed in relation to its aim to support the IHEC in its continued development as a sustainable institution; carrying out its constitutional mandate independently, efficiently, transparently and accountably, in line with professional standards. The review evaluated the first half of the programme from an internal perspective, discussed best practices and lessons learned, and identified priorities for the second half of the programme. Key priorities identified for the second half included a focus on managerial policies with transition to a new board of commissioners, information management, information, communication and technology and electoral legal framework. While trainings were conducted to enhance IHEC's capacities in these key priorities, a few gaps in voter registry system and legal framework reforms still remain and support needed to continue beyond the lifespan of this project in order to adequately address such gaps.

The United Nations Electoral Assistance Division (UNEAD) conducted a Needs Assessment Mission (NAM) towards the end of 2012 for the electoral support to Iraq. The purpose of the NAM was to assess the political and electoral environment in Iraq, evaluate the capacity and needs of the IHEC, and identify remaining or new areas of UN support. The NAM team met and discussed with officials from the UN, IHEC, Political Entities, Civil Society Organizations and Government. The major finding of the NAM was that the UN electoral assistance in Iraq had, to a large degree, been a success in terms of the institutional development of IHEC and strengthening the electoral environment in Iraq. This programme provided an overview of the UN Integrated Electoral Assistance Team (IEAT) electoral support to the IHEC and made recommendations on areas of focus for 2013 and beyond. The recommended areas of support to the IHEC included information and communications technology, voter registry, legal advice, gender mainstreaming, external relations. As the best way to build trust in the electoral process is through transparent actions, backed by vigorous external relations efforts, IEAT should continue to provide advice and guidance to IHEC on developing and implementing a comprehensive external relations strategy and strategic planning. A political entities advisor was hired from January 2013 to support the IHEC in this area. Among other things, UNDP supported the IHEC in the development of a strategic implementation plan for the Political Entities Section, which drew a roadmap for IHEC's engagement with its key stakeholders in the electoral process.

Challenges:

A major challenge was the delay in the selection of the new IHEC Board of Commissioners following the expiry of the tenure of the former board in late April 2012. In October 2011, the Council of Representatives constituted a twenty-member parliamentary committee representing all political blocs to undertake the selection process, according to Law 11/2007. UNAMI, UNDP and UNOPS continued to emphasize the importance of retention of existing staff and existing capacity, and the crucial need to ensure that the selection process was conducted in a professional and transparent manner for IHEC to be a credible and legitimate institution to organize future electoral exercises. Between April and September, it was agreed by programme partners to defer activities targeting management policies and managerial skills until the selection process was completed and IHEC management positions were confirmed. The selection process was finalized in September 2012 with the appointment of nine commissioners, one female and eight male. The appointment of the IHEC Board of Commissioners also resulted in immediate changes in other areas of IHEC management and staffing. These changes negatively affected the capacity of some of the departments in the IHEC.

In 2012, the anticipated Kurdistan Region Governorate elections were postponed indefinitely. The implication for this postponement was that some of the activities that had had already been conducted in preparation for this election had to be repeated in 2013, leading to unnecessary time constraints.

The IHEC eventually conducted the Governorate Council Elections in April and June 2013 and the Kurdistan Regional Government Parliamentary Elections in September 2013. This meant that the IHEC was preoccupied with the implementation of the electoral processes for almost the entire year. This resulted in the postponement of some capacity building activities; especially some planned study visits to other electoral management bodies, in order to focus on the electoral processes.

Best Practices and Lessons Learned

UNDP, UNOPS and UNAMI worked closely with the IHEC to better understand the needs of the Commission. The Chief Technical Advisor was in constant contact with the Board of Commissioners and staff of IHEC. This process was successful in specifying the areas that the IHEC felt were most in need of capacity building. During Phase II of this support, UNDP and UNOPS will continue to undertake a similar approach in this regard to ensure that the support it provides meets the most urgent needs of the

Commission taking the role of technical assistance with IHEC and all of the necessary decisions in relation to election administration.

The programme also noted that appropriate participant selection is key to ensuring optimal benefit of resources. It is essential to ensure that the target group for any activity is clearly defined in relation to objectives and that criteria for selection are fully understood. It is also important for the UN and IHEC to agree appropriate mechanisms for participant selection and ensure these are adhered to. In relation to this, the programme noted that the agreement reached by the UN and IHEC, through the Project Steering Committee, to adhere to a 25 percent quota on women participation in all UN sponsored activities enhanced the objective of gender mainstreaming of the IHEC. However, the programme failed to make an impact on increasing number of female staff for IHEC's management level, which remained male dominated.

The selection of training locations together with the suppliers of the capacity building services was also important. Serious consideration had to be given to the appropriate location for training as well as giving preference to suitable capacity building suppliers in Iraq itself or within region.

The other aspect that was not factored into the design of the programme was cost sharing of programme expenses with the IHEC. This was applied in selected activities, after an agreement was reached and it eventually proved to be a desirable approach, both for purposes of promoting IHEC's ownership of the activities, as well as being a programme resources saving mechanism. In this regard, the programme saved a significant amount of funds that helped to start a succession project.

This programme addressed both the immediate and long term capacity needs of IHEC, supporting its structure, independence and guiding it towards a transparent approach to enhance the trust of Iraqi voters in the implementation of electoral processes. As a result, the IHEC has developed adequate capacity and technical knowhow to conduct elections without external support.

Exit Strategy

UNDP and UNOPS developed a new elections programme, as an exit strategy to the electoral assistance in Iraq. This new programme is based on the 2012 EAD Needs Assessment Mission recommendations and IHEC request that the UN should continue to provide electoral assistance to Iraq in 2013 and2014 under the existing UN SC mandate, mission framework and priorities of cooperation, and in an integrated manner under UNAMI leadership. The areas of support to be focused in this phase are Information and Communication Technology, Voter Registry, Legal Advice, External Relations and Strategic Planning. In this regard, UNDP requested the UNDG ITF Steering Committee to approve the decrease of the programme budget by US$4,192,232 and the transfer of unutilized funds amounting to US$4,192,232 to the Iraq UNDAF Fund to be used for sustaining the electoral support to the IHEC.

ANNEX: Activities implemented during the lifespan of the programme.

Below is a summary of activities implemented for each programme output.

Output 1.1 IHEC has improved institutional transparency and accountability.

A one-day training on seat distribution methods in proportional representation systems took place on 5 May 2011 for nine IHEC staff, eight male and one female, 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.

A five-day workshop took place in Erbil from 25 to 29 June 2011 to review the IHEC complaints processes in relation to best practices in electoral dispute resolution. Thirty-two IHEC participants, twenty-eight male and four female, 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.

In 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 2 November 2011, the Legal/Complaints Advisor then facilitated a two-day seminar on this for a seven-member 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, 2011 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.

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 mobilization for political participation, UNDP, in cooperation with IREX Iraq, organized two four-day training sessions on social media. These sessions took place in Erbil from 3 to 6 and 12 to 15 December 2011, respectively. Twenty-six IHEC staff, 17 male and 9 female, from public outreach and other departments attended the training. The 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 You Tube, Facebook and Twitter.

A five-day training session on Preparation of Public Opinion Surveys was conducted from 6 to 10 May 2012 in Baghdad for seventeen IHEC National Office staff, twelve male and five female, from Public Outreach, Capacity Building and Operations Departments. The activity was organized by UNDP in cooperation with IREX, and aimed to introduce participants to the concept of surveys and how to plan and implement them. The training introduced participants to the theory of statistical surveys, different types of survey, design of questionnaires and how to organize a survey. Examples of surveys undertaken in different governorates of Iraq were provided, and participants worked on developing their own sample surveys based on Iraqi census data. Following the training, discussions were held in June 2012 between UNDP, UNAMI, IFES and a survey expert from the University of Baghdad to develop a coordinated plan of support, with the ultimate aim of enabling the IHEC to develop its own surveys and analyze their results to inform the IHEC's public outreach strategies in the future.

A second advanced training on 'Designing Public Opinion Surveys' took place in Baghdad from 12 to 15 July 2012 for fourteen relevant IHEC staff, twelve male and two female. The training provided more detailed information to participants on the concept of surveys and how to plan and implement them. The training included a practical exercise in developing surveys and their questionnaires.

From 11 to 14 November 2012, a Workshop on Statistical Package for Social Sciences (SPSS) for Database Designing and Data Analysis took place in Baghdad. This was the second workshop aimed to develop IHEC staff capacity on planning and implementing statistical surveys. The workshop identified the most appropriate statistical programmes for database designing, data inputting, management and analysis and enhanced the efficiency and effectiveness of IHEC staff in the utilization of SPSS in data analysis and management. Twenty IHEC participants, eighteen male and two female, participated in the workshop, which was facilitated, by the UNDP Survey and Research Specialist Consultant.

Four IHEC Commissioners, one female and three male, attended a five-day workshop in Barcelona, Spain on leadership and dealing with election-related violence from 10 to 14 December 2012. The workshop discussed ways in which representatives of electoral stakeholders can improve their leadership skills and take on board means of preventing and mitigating the escalation of election-related violence and conflict throughout the electoral cycle. On the workshop sidelines, the

IHEC's delegation exchanged electoral management experiences and explored potential areas of cooperation with other delegates from electoral commissions in Indonesia, Georgia, Ghana, Spain, Nepal, and Kenya.

Two sessions of a 3-day workshop on Statistical Package for Social Sciences (SPSS): Project Evaluation and Measuring Outcomes were held in Baghdad on 2 to 5 February and 5 to 7 February 2013, respectively. The workshop aimed to build the capacity of the Monitoring and Evaluation section of the Capacity Building department over measuring the outcomes of the activities implemented by IHEC. Forty-four surveyors, forty male and four female, from the national and governorate offices were trained on how to implement a country-wide survey on the impact of the media campaign implemented by IHEC during Voter Registration Update process.

IHEC conducted a public opinion survey from 9 to 21 February 2013. The survey was on the impact of media campaign during the voter registration update in all the 14 Governorates that conducted voter registration update for the Governorate Council elections. A total of forty-four surveyors and three hundred twenty-three field data collectors, conducted the survey. The information gathered was analyzed at the national office in order to establish the most effective tools and mechanisms for implementing media campaigns. The survey was conducted with UNDP funding and under the supervision of UNDP Survey and Research Specialist.

From 17 January to 30 April 2013, UNDP recruited a national social media consultant to provide guidance and support to the IHEC on the enhancement of its interaction with the public in the run-up to the 20 April 2013 Governorate Council Elections through the Website, Twitter and YouTube. The consultant supported the IHEC in maintaining interaction between IHEC and the public on daily basis through the social media outlets, including Facebook, Twitter and YouTube, He also trained and coached the IHEC Public Outreach Department staff on using Facebook, Twitter, and YouTube and how to respond to the public comments; the consultant also trained IHEC staff on developing IHEC pages on Facebook, Twitter, and YouTube, including developing an outlook page. During the electoral period there was instant and improved interaction between the IHEC a through the social media domains with an average daily website viewership of 15,000 and 23 million worldwide Twitter followers.

UNDP supported the IHEC on posting of an election banner in two popular websites as part of the electoral awareness programme. The election banner was hosted by Al-Hewar and Iraq News, respectively to run 24 hours a day covering the period 25 March to 20 April 2013. Initial Google analytical reports indicated that there was an impressive viewership of 20,000 visitors in the first two days of the banner on the Iraq News website.

A one-day workshop on the Adoption of Electoral System and Seat Allocation Mechanism was held in Baghdad on 7 April 2013. During the workshop, twenty-eight IHEC officials, twenty-six male and two female, were briefed on the electoral system and seat allocation procedures in line with the current law, in preparation for the 2013 Governorate Council elections. The workshop also discussed options for dealing with possible implementation challenges.

UNDP continued to support the IHEC in the enhancement of public information delivery through the use of social media communication channels such as Facebook, YouTube and Twitter. A Social Media consultant was hired to provide technical guidance to the IHEC in this area. Through this technical support, IHEC was able to facilitate daily interaction with the Public through the social media outlets in the run-up to the September 2013 Kurdistan Elections and in preparation for 2014 COR elections. 30 additional IHEC Public Outreach Department staff, 20 male and 10 female, were also trained and coached on using Facebook, Twitter and YouTube and how to respond to the public comments.

Two sessions of Managing Media Appearance training workshops were held in Erbil from 23 to 28 June and 28 June to 3 July 2013, respectively. The workshop developed the IHEC's understanding of institutions corporate image management and its presentation skills before the media. The first session was attended by eleven participants, all male, and the second had nine participants, five male and four female, comprising staff from Public Outreach department and heads of media sections at national and governorate levels.

UNDP continued to support the IHEC in the enhancement of public information delivery through the use of social media communication channels such as Facebook, YouTube and Twitter. A Social Media consultant continued to provide technical guidance and support to the IHEC during the quarter. Through this technical support, IHEC was able to significantly enhance its daily interaction with the Public through the social media outlets during the implementation of the 2013 Kurdistan Parliamentary Elections and in preparation for 2014 Council of Representatives elections. Four new IHEC Public Outreach Department staff, two male and two female, were also trained on setting up and usage of Facebook, Twitter and YouTube.

A three-day Social Media workshop for the IHEC took place from 23 to 25 September 2013. The aim of the workshop was to enhance the use of widely used social media channels of Facebook, Twitter, and YouTube for enhanced communication between IHEC and its stakeholders. Nine IHEC staff, five female and four male, as well as one civil society female blogger participated in the workshop. UNDP Media and Communication consultant facilitated the workshop.

Output 1.2 IHEC has improved institutional management structures and practices.

Training on electoral and public procurement for nine IHEC procurement staff, seven male and two female, took place in Copenhagen, Denmark from 17 to 25 May 2011. The UNDP Procurement Support Office (PSO) conducted the training. 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 participants were awarded Introductory Certificates in Public Procurement (CIPS2).

At the request of the Manager of the IHEC Kurdistan Regional Elections Office (KREO), UNDP Electoral Procurement Advisor facilitated a seminar on procurement for ten KREO staff, nine male and one female, in Erbil on 2 August 2011. The training introduced 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 and 21 September 2011 and was attended by sixteen IHEC staff, fourteen male and two females, 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 decentralize some procurement authorities; UNDP organized a

training programme for relevant staff of IHEC Governorate Elections Offices (GEOs). Two five-day sessions on 'Introduction to Public Procurement' were conducted in Erbil from 16 to 20 October and 30 October to 3 November 2011, respectively. A total of fifty IHEC staff, forty-two male and eight female, 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 prepared the GEO staff to undertake planning and implementation of public tenders in line with the electoral calendar and applicable procurement legislation in Iraq.

From 30 October to 1 November 2011 the IHEC Director General of Audit attended training on Monitoring and Audit of Procurement Performance. The training was organized by the UNDP Iraq Loan Management Team of the Economic Recovery and Poverty Alleviation Cluster, together with Japan International Cooperation Agency, and delivered by a United Kingdom based international development company, 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's 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 2011 in Baghdad for fifteen staff from the IHEC National Office, fourteen male and one female. 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 on October 2011, several meetings were organized 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 aimed to compile comprehensive data on gender issues to provide the new IHEC Board of Commissioners, with relevant available information on gender in electoral processes.

One female member of the IHEC Procurement, Bids and Tenders Section attended a three-day training on Contract Management from 20 to 22 May 2012 in Baghdad. This training was organized by the UNDP Loan Management Team of the Economic Recovery and Poverty Alleviation cluster. Topics included the roles of parties to the contract, payments to contractors, timelines and risk of delay, measurement and evaluation, and also claims, dispute and arbitration.

Following requests made by the IHEC and UNDP-Iraq e-Governance Programme, four IHEC staff, three male and one female, to participate in two e-Governance workshops held from 8 to10 May and 5 to 7 June 2012, respectively. The workshop was organized and facilitated by the Ministry of Higher Education and Scientific Research. The workshop objective was to enhance understanding on how e-Governance is utilized to improve public services to all and to promote good governance, including increased public participation, social equity and justice and transparency and effectiveness of public institutions. The IHEC used the knowledge gained from the workshop to

develop public outreach programmes and voter registration system in line with the e-Governance concept.

Meetings took place between the UNDP Senior Gender Advisor, UNDP National Gender Specialist, UNAMI Gender Advisor and UN electoral team gender focal point, and relevant IHEC representatives to discuss establishment of a working group on gender issues and development of a longer term plan for gender-related issues in electoral processes. Following discussions over several months, the IHEC officially instituted an internal Gender Working Group in the last week of June 2012. The mandate of the Gender Working Group was to find ways of incorporating gender issues into electoral processes and take the lead in planning and implementing a gender work plan within the IHEC.

A four-day introductory workshop on gender principles for the newly established IHEC Gender Working Group took place in Baghdad from 2 to 5 July 2012, facilitated by UNDP National Gender Specialist. Eleven IHEC staff, ten female and one male attended the workshop. This workshop aimed to initiate consideration with the Gender Working Group on how to incorporate gender equality principles into electoral processes. Outcomes of the workshop include a draft work plan for the Working Group.

A workshop to review Lessons Learned in Board management was held in Erbil from 8 to 12 July 2012. This aimed to review internal management issues for the four-year term of the outgoing Board of Commissioners in order to identify lessons learned and best practices for the new Board. Twelve IHEC participants, ten male and two female, comprising a cross-section of Board of Commissioners, Deputy Commissioners and senior managers, attended the workshop. Recommendations made at the workshop were finalized by the IHEC and provided to the new Board.

On 7 October 2012, an introductory meeting took place between the Electoral Assistance Team (EAT) and the new IHEC Board of Commissioners (BoC). A presentation was made on the electoral projects' achievements and cooperation between the EAT and the IHEC. This was followed by a lively discussion on ways of enhancing cooperation, in particular, in light of the upcoming Governorate Councils elections, scheduled for April 2013. Eleven participants, two female and nine male, attended the meeting. This activity formed part of the induction package for the new Board of Commissioners.

A two-day training workshop on Analysis from the gender perspective and gender-sensitive indicators for the IHEC Gender Working Group took place in Baghdad on 7 to 8 November 2012. The workshop deepened the participants' knowledge on gender issues and indicators with a view to enhance women electoral officials' contribution to the institution's activities. Seven members of the IHEC gender working group, one male and six female, attended the workshop.

A four-day training on Paper and Electronic Archiving was held in Erbil from 16 to 19 December 2012. The training was dedicated to the staff of registration centers at National and Governorate Offices levels. The workshop equipped the IHEC staff with modern methods for electronic and paper archiving with the aim of improving record management for the Administration Department's Human Resource Section. Thirty IHEC participants, eight female and twenty-two male, participated in the training.

Eight IHEC officials, seven male and one female, and one UN staff attended an EC-UNDP international conference on Sustainability in Electoral Administration: Adequate Resourcing for Credible Elections which was held in Maputo, Mozambique from 4 to 8 March 2013. The workshop addressed issues surrounding the sustainability of electoral administration and processes focusing on the costs and funding of electoral processes, and the extent to which costs affect the

wider grounding of electoral administration. The IHEC delegation presented an Iraq case study on *Assurances of Integrity and Transparency in the Iraqi Elections* presented by the head of delegation and IHEC Spokesperson Commissioner Safaa Al-Musawi. In addition, the IHEC learned a number of best practices in electoral processes from other electoral management bodies during and in the sidelines of the workshop.

In March 2013, UNDP supported the designing and production of gender promotional materials as part of awareness raising aimed at enhancing the participation of women in the electoral process. The materials were in form of calendars, brochures, posters and leaflets. This activity falls within the context of mainstreaming gender in electoral management and electoral participation. The materials were printed and delivered to the IHEC at the end of March 2013 for distribution to potential women voters.

UNDP facilitated the participation of two male IHEC Commissioners to the 6th Annual International Electoral Affairs Symposium in Mauritius from 27 to 29 April 2013. The symposium discussed challenges facing the international electoral community in the 21st Century and shared common possible solutions. The International Centre for Parliamentary Studies organized and sponsored the symposium.

Ten IHEC staff, six male and four female, from Procurement, Bids and Tender Department participated in a certified Advanced Public Procurement Level 3 Training course and study tour in Dubai, United Arab Emirates from 2 to 7 June 2013. The training and study tour provided in-depth procurement capacity to the IHEC participants to enable them to manage the planning process associated with the procurement of goods, services and works. The training was provided by UNDP-Chartered Institute of Purchasing and Supply (CIPS).

UNDP supported the participation of two Commissioners, male and female, in the election observation mission to Norway from 4 to 11 September 2013. During the mission, the commissioners' documented best practices in electoral administration, which were later shared with the Commission.

Output 1.3 IHEC has enhanced electoral management policies and processes.

Supported by UNDP, seven IHEC senior and middle management male staff participated in a research visit on voter registration at the invitation of the Australian Electoral Commission (AEC), which took place from 21 February to 4 March 2011. 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 on-going 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 was intended 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. Consideration of options for long-term sustainable solutions for the voter registry remained key priority for the IHEC.

UNDP held a six-day workshop on advanced electoral training techniques from 10 to 15 April 2011. This targeted eighteen participants, fourteen male and four female, 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, and 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 analyzed as to how the different techniques could be utilized in training programmes. Two UNDP electoral training consultants, supported by the UNAMI Electoral Training Advisor, facilitated the workshop.

The above training was followed by a five-day workshop from 17 to 21 April 2011, Comparative Analysis of Electoral Procedures, for a smaller group of eight IHEC staff, six male and two female, 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 discussion 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 1 June 2011, as a follow up to the above workshop on electoral procedures. These aimed to identify, and analyze the effectiveness of, anti-fraud measures and factors that impact on election integrity, with specific reference to Iraq elections 2005-2010. Thirty-nine staff in total, twenty-eight male and eleven female, from the IHEC Operations Department and the Data Entry Centre attended the sessions. 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, two male and one female, 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. On 13 December 2011, the IHEC trainers delivered an introductory session on anti-fraud to twenty-three IHEC participants, eighteen male and five female, in the National Office in Baghdad.

The UNDP Electoral Training Advisor and UNAMI Electoral Training Advisor provided on-going 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 from 9 to 13 October 2011for 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, six male and one female, 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 on-going 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 to 2 June 2011 for fourteen, 10 male and four female, IHEC National Office and GEO public outreach officials and from 16 to

20 October for fifteen additional public outreach officials, fourteen male and one female. The workshops were implemented by UNDP and delivered by Prisma; a social marketing company based in Jordan, and specialized in behavioral 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.

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 6 to 10 September 2011 for 16 IHEC public outreach staff, thirteen male and three female. 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.

From 3 to 10 October 2011, eight IHEC staff, six male and two female, 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.

Two sessions of a training workshop on Different Approaches in Packing, Tracking and Accounting for Election Materials were implemented by UNDP in Erbil from 17 to 21 and 24 to 28 July 2011 for a total of forty-two IHEC logistics staff, forty male and two female, 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. A UNOPS consultant and UNAMI and UNDP electoral advisors delivered the training.

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 7 to 9 October 2011. The roundtable was facilitated by Clic-Consultants and implemented by UNOPS. The roundtable was attended by 30 participants, twenty-one male and nine female, comprising 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.

Training on Operational Data Management was conducted in Erbil from 15 to 19 November 2011 for fifteen IHEC operations staff, eleven male and four female, from the National Office and the

KREO. The activity was 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 systematization 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 thirty-two 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 maximize accuracy and efficiency of the reporting process. The training was implemented by UNDP, with the programme developed and delivered by a consultant who specializes in election data management, with support from the UNAMI Field Coordination Advisor.

UNOPS deployed a Senior Security Advisor to Baghdad from July 2011. This advisor worked with key IHEC personnel to review existing security arrangements for the IHEC premises and outside perimeter and identify formal recommendations for improvement, which had been presented to IHEC senior management. The work continued in 2012 and 2013. The improvements to IHEC security management had also contributed to increased access for the UN Electoral Assistance Team to the IHEC premises.

The first workshop in a series of two on Security Risk Management also took place in Erbil from 22 to 27 January 2012. The workshop was designed to enable participants to identify, analyze, mitigate and manage security risks and to prepare and facilitate the implementation of security plans for electoral events. The workshop was extremely valuable in providing IHEC security staff a unified systematic approach in order to prepare a threat and risk assessment and how to present it in report format. Twenty-nine IHEC election security officers, all male, from HQ and the GEOs took part in the activity. Training was delivered by Drum-Cussac and implemented by UNOPS.

Training on Operational Data Management was conducted in Erbil from 26 to 31 January 2011 for sixteen IHEC operations staff, fourteen male and two female, from the national office and the KREO. The activity was the last in a series of training sessions that aim to enhance IHEC staff capacity in election data collection and reporting as well as to improve IHEC's existing processes for data management for field coordination purposes. This training session focused on enabling the participants to independently create complex spread sheets and applications for their daily tasks and on reviewing the existing reporting structure with the aim of identifying possible improvement areas for future elections. The training was implemented by UNDP, with the programme developed and delivered by a consultant specialized in electoral data management.

Second and third sessions of the training workshop to enhance the skills of IHEC staff in preparing message content for voter education and voter information materials were conducted in Erbil on 12 to16 February and 4 to 8 March 2012, respectively. The training in February was attended by sixteen members of IHEC senior management, eleven male and five female, including four Commissioners from both the National Office and GEOs who provide policy guidance in the development of public outreach campaigns, while the March session was attended by sixteen Public Outreach staff from both IHEC National Office and GEOs. Participants learned how to develop strategic communications materials in a variety of media formats for voter education and electoral public awareness campaigns. Training was delivered by PRISMA, a Jordanian company that specializes in social marketing and behavior change communication, with the activity implemented by UNDP.

A workshop on electoral procedures for sixteen IHEC Public Outreach staff, ten male and six female, was conducted in Baghdad from 11 to 15 March 2012. The training was delivered by four IHEC trainers and monitored by the UN Training Advisor. The exercise met two objectives: (i) to aid the Procedures and Training Section in adapting training on electoral procedures for a different

target group (other than polling staff), which requires the information for a different purpose, and (ii) to increase understanding of Public Outreach staff on electoral procedures and thereby enhance their own campaign materials. In addition to these objectives, the training enhanced understanding on both sides of the need for and benefits of coordination between the two departments. The trainers for other IHEC target groups can now easily adapt the materials, and the requests have already been received from other sections in the IHEC for similar trainings.

Five IHEC officials, all male, participated in the EC-UNDP Thematic Workshop on Information Technology and Elections Management: Informed Decisions for Sustainable Outcomes which was held in Mombasa, Kenya from 5 to 9 March 2012. This global workshop aimed to provide a forum of exchange for staff from electoral management bodies, EU Delegations, UNDP Country Offices and other key stakeholders to discuss experiences and identify options and best practices in possible introduction of technology in electoral processes, including voter registration and election results management. The activity was supported by UNDP in collaboration with UNOPS.

A second Security Risk Management workshop was carried out from 6 to 10 May 2012 in Erbil for an additional thirty-one IHEC security staff, all male, from the Kurdistan Regional Election Office (KREO) and Governorate Election Offices (GEOs) who were unable to attend the first workshop in January. The training aimed to develop the ability to conduct a security needs assessment of their respective area of responsibility. The course was designed to enable participants to identify, analyze, mitigate and manage security risks and to prepare and facilitate the implementation of security plans for electoral events. The training was implemented by UNOPS and delivered by Drum Cussac, a UK-based company providing risk management services worldwide. Drum Cussac trainers positively evaluated both the participants' initiative as well as their understanding of the subject matter, and recommended that IHEC Security Managers attend a similar training to ensure substance continuity.

A second training session on electoral procedures for fourteen IHEC Public Outreach Department staff, nine male and five female, took place in Baghdad on 22 to 26 April 2012, implemented by UNDP and the IHEC. The internal training was delivered by four IHEC trainers and aimed to increase the understanding of Public Outreach staff on electoral procedures and thereby enhance their own campaign materials. The UNDP Electoral Programme Advisor and UNAMI Training Advisor supported the development and delivery of this IHEC-led training. The activity represented an additional session of a previously delivered training, and requests had been received from other sections in the IHEC for similar trainings.

Following approval by the IHEC of the concept for a field survey to assess the accuracy of the voter registry and identify areas for improvement, a more detailed plan was developed and discussed with the IHEC in May 2012 by UNDP, the UNAMI Database/IT Advisor and a representative of the UN Information and Analysis Unit (IAU), who is providing technical support to the process. A draft survey questionnaire was developed and refined in consultation with the IHEC. The actual implementation of the survey was postponed to the second quarter of 2013 due to preparations for the Governorate Council elections, which were conducted in April 2013.

A workshop on Voter List Quality Control and Electoral Cascade Training took place in Erbil from 2 to 6 September 2012. The objective of the workshop was to review quality control of Voter List and Cascade Training, including monitoring reporting, anti-fraud measures and transparency. Thirty IHEC staff, twenty-six male and four female, from the National Office Operations Department and Governorate Elections Offices participated in the workshop. The workshop was organized by UNDP and internally facilitated by the IHEC. A member of the Electoral Assistance Team observed the entire workshop.

A second session of the workshop on Voter List Quality Control and Electoral Cascade Training took place in Erbil from 9 to 13 September 2012. The objective of the workshop was to review quality control of Voter List and Cascade Training, including monitoring reporting, anti-fraud measures and transparency. Thirty-one IHEC staff, twenty-nine male and two female, from the National Office Operations Department and Governorate Elections Offices participated in the workshop. The workshop had been organized by UNDP and was internally facilitated by the IHEC. During the workshop, the UNDP Assistant Project Officer made a presentation on Libya "Out of Country Voting" which took place in Jordan. A member of the Electoral Assistance Team was also in attendance to observe the workshop.

A first session of the GIS (Geographic Information System) / GPS (Global Positioning System) training took place in Erbil from 10 to 13 September 2012. Participants included twenty-five IHEC staff (one facilitator and four staff from the National Office, and twenty staff from the GEO Security Coordination Sections). The course was designed to provide an understanding of the fundamentals of GPS; to familiarize participants with GPS devices; to ensure participants are able to properly obtain position coordinates; to provide an overview of entering information accurately into a GIS database and verifying coordinates in a GIS database and to better assist the IHEC Security personnel in tracking vehicles transporting voter ballots as well as other election related items for upcoming elections. The reports from the workshop indicated that it was successfully implemented with a strong focus on practical applications of GIS/GPS technology. The GPS part of the training was delivered by the UN Information and Analysis Unit (IAU). The training was implemented by UNOPS and the GIS software training was conducted by the UNAMI- Database Advisor and the UNOPS Database Administrator. GIS software was developed for IHEC specific but limited use as an initial step with an intention of getting IHEC full GIS software license when capacity of staff advances further.

A second session of the GIS/GPS training took place in Erbil from 15 to16 September 2012. Participants included twenty-five IHEC staff comprising one facilitator and twenty-four staff from the Data Management Sections from the National Office and the GEOs). The training was implemented by UNOPS and the GIS software training was conducted by the UNAMI- Database Advisor and the UNOPS Database Administrator.

From 11 to12 November 2012, a workshop on logistics and procedures of updating the Voter Register took place in Baghdad. The two-level training programme identified logistical challenges that are faced during voter registration updates and discussed the required preparations for the Governorate Council Elections scheduled for April 2013. Twenty-four staff, twenty male and four female, from the IHEC Logistics Department from both the National and Governorate Offices took part in the training workshop. Three IHEC trainers facilitated the Workshop internally.

From 18 to 21 November 2012, a meeting on operational issues took place in Erbil. Twenty-five participants, twenty-two male and three female, from the National Office and the Governorate Elections Offices discussed preparedness in light of the upcoming elections with a special emphasis on operational aspects of data collection from Internally Displaced Persons (IDPs) and Special Voting Centers, ballots counting and tabulation as well as complaints procedure, among others.

A three-day training workshop on Internally Displaced Persons (IDPs) registration was held in Erbil from 28 to 30 November 2012. The workshop was dedicated to the registration of IDPs in the Kurdistan Governorate Region (KRG) and Kirkuk. Thirteen participants, ten male and three female, from Governorate Offices in KRG and Kirkuk attended the training workshop. The training enhanced IHEC's knowledge in providing awareness to IDPs on voting procedures, their voting centers, and how to fill out their ballots.

The Data Entry Centre (DEC) and Procedures and Training Departments held a two-day operational workshop on the data entry procedures from 27 to 28 November 2012 in Baghdad. Twenty-two participants, eighteen male and four female, from the two departments attended the workshop. The outcome of the workshop was an enhanced communication between the data entry center on one hand and the electoral offices on the other hand. The workshop also introduced the procedures of data entry during Voter Registration Update and clarified the DEC functioning procedures with regard to the operational office and other supporting IHEC units.

IHEC conducted a four-day workshop in Erbil on complaints and appeals during voter registration update from 2 to 5 December 2012. Twenty-eight participants, twenty-two male and six female, from Operations, Complaints, and Legal departments at national and governorate levels attended the workshop. The workshop identified the legal concept and operational practices on how to deal with complaints during voter registration and discussed lessons learned from past experiences. IHEC trainers internally facilitated the workshop.

A three-day operational meeting was held in Baghdad from 3 to 5 of February 2013. The meeting was attended by thirty-four staff members, thirty-two male and two female, from the logistical support department at the National Office and Governorate Offices. The objective is to discuss logistical issues, develop, and put in place a logistical plan and the mechanism for distributing electoral materials to electoral stations and centers in preparation for the coming provincial elections.

A three-day meeting took place in Baghdad from 10 to12 February 2013 for the procedures and training department in which thirty-seven staff (twenty-nine male and eight female) from the related departments at the National Office and Governorate Offices levels were involved to discuss points of strength and weakness during the Voter Registration Update; the procedures of all types of voting (General, Special, and Internally Displaced Persons voting); and to prepare for the upcoming polling process.

IHEC held a four-day workshop on means of expediting the process of announcing the electoral results in Baghdad from 17 to 20 February 2013. Twenty-seven IHEC staff, twenty-two male and five female, from Operations Department, Public Outreach Department, Counting Committees at electoral centers, and Complaints Department from the national and provincial offices participated in the workshop. The participants familiarized themselves with counting procedures for the April 2013 Governorate Council Elections

A three-day Governorate Council Elections lessons learned workshop for Logistical Support took place in Erbil from 26 to 28 May 2013. Twenty-four IHEC Logistical support staff, twenty-two male and two female, from the national and governorates offices attended the workshop. The workshop discussed the logistical support plan implemented during the 2013 Governorates Council Elections, focusing on the challenges faced during receiving, packing, batching, preparation, and transportation of electoral materials. The workshop also came up with recommendations to overcome such challenges in future elections. Some of these recommendations included a provision of a four-day period for distribution of polling materials and equipping the Governorate Offices with trucks for use during distribution of materials.

The IHEC Contracts and Bidding department held a three-day workshop in Erbil from 26 to 28 May 2013. The workshop discussed lessons learned from the 2013 Governorate Council elections in respect of the procurement processes. The discussion centered on the procurement processes that were utilized during the elections, identified best practices and challenges and drew some recommendations on how to provide high quality and efficient procurement services in the future. IHEC staff, twenty male and two female, from the biddings and contracts section and other sections involved in this process attended the workshop which was sponsored by UNDP.

The Central Committee for Hiring Polling Centre staff held a three-day lessons learned session, from the Governorate Council elections, workshop in Erbil from 27 to 29 May 2013. The workshop was attended by twenty-six staff, twenty-two male and four female, from committee's members at the national level and its sub-committees at governorate levels. During the workshop, the Central Hiring Committee and its sub-committees identified obstacles that were faced during the hiring process, such as hiring of inexperienced and partisan personnel by some of the Governorates. Recommendations were made on how to overcome them in future elections one of which was to strengthen the vetting process. The workshop was fully sponsored by UNDP.

A joint session of lessons learned from the Governorate Council elections workshop between IHEC Operations Department and relevant sections was held in Erbil from 27 to 29 May 2013. The workshop evaluated the work of the Data Entry Centre (DEC) during GCEs 2013, identified challenges and successes encountered and discussed how best to accelerate election results and draw recommendations for future elections. 18 DEC staff, fifteen male and three female attended the workshop.

A three-day workshop on lessons learned from the Governorate Council Elections for the Field Coordination Section took place in Erbil from 3 to 5 June 2013. Twenty-eight participants, twenty-six male and two female, comprising the IHEC Field Coordination Section from the national and governorate offices attended the workshop. The workshop discussed how the section provided field coordination support to the 2013 Governorate Council elections, focusing on the best practices and challenges faced during their work.

A lessons learnt workshop for IHEC Director Generals from the national office governorate elections offices took place in Istanbul, Turkey from 28 to 30 June 2013. The workshop reviewed recommendations made by IHEC departments and sections in respect of lessons learned from the 2013 Governorate Council elections. The workshop came up with refined recommendations and timelines for implementation for the consideration at the Board of Commissioners and Operations Committee lessons learned workshop. Thirty-three IHEC staff, all male, participated in the workshop.

A four–day 2013 Governorate Council Elections (GCE) Lessons Learned workshop for IHEC Board of Commissioners and the Operational Committee was held in Istanbul, Turkey, from 3 to 6 July 2013. Twenty IHEC officials, eighteen male and two female, participated in the workshop. The workshop deliberated on recommendations that came out of Directors Generals lessons learned workshop and agreed on the final recommendations for implementation. UN Electoral Advisors also attended the workshop.

A three-day 2013 Governorate Council Elections Lessons Learned workshop for the IHEC Public Outreach Department took place in Erbil from 4 to 6 August 2013. Twenty-five IHEC staff, twenty-two male and three female, from Media and Public relations divisions at the national and governorate levels discussed and came up with mechanisms for implementing the Department's recommendations that were agreed at the Board of Commissioners' workshop in Istanbul.

A four-day GCE lessons learned workshop for the IHEC- Counting Center was conducted in Erbil from 5 to 8 August 2013. Thirty-seven IHEC staff, thirty-five male and two female, from national and governorate offices participated in the workshop. The workshop reviewed the operations of the Counting and Sorting Centers. The workshop also identified weaknesses and strengths of the Counting Centers and discussed how to address recommendations made by the Board of Commissioners.

The IHEC High Security Committee held a three-day GCE lessons learned workshop in Erbil from 18 to 20 August 2013. Twenty members of the committee and two commissioners, all male, discussed the security incidents that occurred during the 2013 Governorate Councils Elections and developed possible solutions for improved security for the 2014 Council of Representatives elections.

A four-day workshop for IHEC Counting Centers preparations for the 2013 KRG Elections took place in Erbil from 1 to 4 September, 2013. Twenty-one staff, seventeen male and four female, attended the workshop. Attendants discussed and agreed on new working procedures for the Counting Centers for the KRG parliamentary elections.

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

In 2011, 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 2011. 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 had been finalized, approved by the IHEC Board of Commissioners and distributed 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 included 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. On-going 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 center, 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 two regional BRIDGE[11] activities organized by International IDEA in cooperation with BRIDGE partners on the Foundation Module "An Introduction to Electoral Administration" and a Train the Facilitators course. These trainings took place on 24 to 28 October and 21 November to 2 December 2010 respectively. Participation of four IHEC staff, all male, in each session had been supported by UNDP and IFES. A one-day internal session on training module development was held in Baghdad for these eight BRIDGE participants

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[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.

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.

The programme mid-term review was conducted by the UN electoral team together with key counterparts of the IHEC from 19 to 22 March 2012. The programme was reviewed in relation to its aim to support the IHEC in its continued development as a sustainable institution, carrying out its constitutional mandate independently, efficiently, transparently and accountably, in line with professional standards. The mid-term review evaluated the first half of the programme from an internal perspective, discussed best practices and lessons learned, and identified priorities for the second half of the programme. Twenty-two officials drawn from the IHEC-UN project management committees, IHEC Capacity Building Department, UNDP, UNOPS, UNAMI and IFES participated in the review. Eleven IHEC officials, eight male and three female, attended this activity. Key priorities identified for the second half of the programme include a focus on managerial policies with transition to a new Board of Commissioners, information management, ICT and database development, and the electoral legal framework. Methods of coordination between all partners and how to measure impact were also discussed at length.

Two UNDP monitoring and evaluation experts held a series of meetings with IHEC officials, including middle and senior managers and all available staff of the Capacity Building Department from 16 to 19 April 2012. The purpose of the meetings was to assess monitoring and evaluation mechanisms in place in the IHEC and discuss ways of improving these processes through utilization of different tools. A number of areas were noted in which targeted inputs may improve monitoring and evaluation processes. Discussions with the IHEC continued in the third quarter to agree on an appropriate monitoring and evaluation methodology.

At the request of the IHEC, the Programme sourced sixteen online reference books for use by the IHEC Capacity Building Department. The books were mainly in the areas of capacity development, capacity assessment and monitoring and evaluation.

On 13 November 2012, UNDP handed over 40 books in English and Arabic languages on electoral issues published by the National Democratic Institute (NDI) to the IHEC. The books are used by the IHEC staff as reference material on different aspects of election organization, including public outreach, and interaction with other electoral stakeholders such as civil society, vulnerable groups, political entities, domestic observers and the media. The availability of such reference materials in IHEC has helped to enhance staff knowledge on electoral best practices.

A first phase of training on "Training Methodology and the Determination of Basic Needs Assessment and Measuring Quality" was held in Erbil from 14 to 18 July 2013. Twenty-eight IHEC staff, twenty-three male and five female, from the national and governorate officers participated. The objective of the training was to equip the Capacity Building Department staff on three training aspects: Training Planning, Training Design, and Training Quality. The training was facilitated by the Consultation Bureau at the University of Baghdad.

IHEC held the second and third training phases on "Training Methodology and the Determination of Basic Needs Assessment and Measuring Quality in Erbil from 18 to 29 August 2013. The training was attended by twenty-eight IHEC Staff, twenty-three male and five female, from the

national and governorate offices. The two phases focused on three modules: Implementation of Training; Main components of Training; and Measuring and Evaluating Training. The training was facilitated by the Consultation Bureau at the University of Baghdad.

The fourth and final phase of the training on "Training Methodology and the Determination of Basic Needs Assessment and Measuring Quality in Sulaymania from 24 to 28 September 2013. Twenty-eight IHEC staff twenty-three male and five female, from the national and governorate offices attended the training. This final phase focused on developing tools and mechanisms for evaluation of workshops within the internal programmes of Governorate Elections Offices (GEOs). Just like the first three phases, this training was facilitated by the Consultation Bureau at the University of Baghdad.

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

In 2011, UNOPS provided support to the IHEC Graphic Design Unit. The IHEC is capable of designing its own public outreach and technical electoral materials, and is also able to print small quantity materials in-house. In order to further strengthen the Unit, 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, six male and one female, participated in a 27-day training programme in Amman from 14 February to 17 March, 2011. 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 a specialized company called 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 from 15 November to 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 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 and 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 from 3 to 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, all male, took place from 11 September to 12 November 2011 with all participants passing the MS certification exams. Training for the second group of twelve participants, eight male and four female, started on 21 November 2011 to 24 January 2012. All database training under the programme had 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 2 to 13 October 2011. Twelve IHEC staff, six male ad six female, 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 twenty-nine 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 2011, 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.

Module 3, on SQL Servers was completed on 24 January 2012. Of the twenty-four IHEC database developers, twenty male and four female, from both groups, twenty-three successfully passed all three Microsoft examinations. The training was implemented by UNOPS and delivered by Providence International. The UN Database/IT Advisor supervised part of the training and has been assisting the IHEC in drafting a schedule for e-learning follow-up training. This aimed to contribute to consolidation of learning and retention of information gained by the participants in developing and managing databases that could be applied in forthcoming electoral events.

The implementation of some stages of the 2013 Governorate Council Elections during the last quarter of 2012 provided an opportunity for IHEC database developers to put into practice what they had learned, and take the lead in developing software for the voter registration update period. Focus of database developers in the coming months will be on software development for electoral events. However, this will also enable proper assessment of skills levels after the training and identification of any further training requirements.

The UNOPS Database Development Consultant deployed in the last quarter of 2012 continued to provide technical advice and support on the development of software for the voter registration update process. Under the lead of the IFES IT/Database advisor, training sessions were provided in the IHEC National Officer to the data base development team on JavaScript, Jquery and Ajax, three technologies used to simplify the client side scripting of web pages and enhance user interaction with an application. In addition, the Consultant assisted the Data Entry Centre with the development of software to test the speed of data entry clerks.

A second advanced training on the project management cycle leading to examination for PRINCE2 Certification (Foundation and Practitioner) was conducted in Erbil from 29 January to 09 February 2012. Ten IHEC staff, eight male and two female, participated in the intensive training programme delivered by QA, one of the UK's leading and longest established training companies. PRINCE2 is a process-based approach for project management, providing an easily tailored methodology for the management of all types of projects. In addition to undergoing an intensive training programme, participants completed both PRINCE2 Foundation and Practitioner examinations with all participants passing the foundation exam and one IHEC staff passing the very difficult practitioner examination. The training was implemented by UNOPS in collaboration with UNDP.

Support to developing skills and knowledge of staff of the IHEC Graphic Design Unit continued, through both on-going guidance and targeted training activities. The IEAT Graphic Design Advisor conducted a seven-day training from 15 to 23 February 2012 for five IHEC graphic designers, four male and one female. This aimed to introduce the graphic designers to different anti-fraud measures for printing of ballots and other sensitive electoral materials. Such measures include watermarks, holograms, serial numbers and many other features. The training enhanced IHEC's ability to better choose appropriate security print measures for ballots and other sensitive election materials for future elections.

Two three-day training sessions on operational data management were completed in Erbil from 15 to 17 and 19 to 21 January 2012, respectively. These sessions primarily targeted IHEC field staff from the GEOs and KREO, sixteen staff members, fifteen male and one female, participated in the first session and another sixteen staff members, 14 male and two female participated in the second session. This is followed currently by a six-day advanced training session for IHEC staff of the Field Coordination Section based in HQ and the KREO. These training sessions were part of a programme which aims to enhance IHEC staff capacity in election data collection and reporting using advanced excel tools for field coordination purposes as well as to further improve IHEC's existing processes for election data management. These two sessions were facilitated by IEAT electoral advisors and implemented by UNOPS in collaboration with UNDP.

Two training workshops on data quality control and analysis took place from 28 February to 1 March and 4 to 6 March 2012, respectively. A total of thirty-seven participants, 32 male and five female, from the IHEC GEOs attended the two sessions. Training aimed to enhance the participants' skills in data analysis using Microsoft Excel 2007 and Microsoft Access 2007. Participants shared their experiences in data collection and consolidation. Recommendations from the plenary discussion highlighted a need for improvement in communication between the field office and the national office, and the development of tools to assist in data collection, analysis and quality control. The workshops were implemented by UNOPS, with training delivered by a UNDP Operational Data Management consultant.

The national database consultant provided on-job mentoring to IHEC staff in developing software for the registration of security forces in the Kurdistan Region, and the development of in-house applications. An additional national database administrator was recruited for a three-month period, starting in June 2012. The two consultants supported the IHEC in developing a back-up strategy for the Voter Registration Database and coached IHEC database staff on how to implement it, and provided technical guidance in the administration, management and security access of voter registry databases.

Additionally, throughout the year, preparations for forthcoming elections has provided an opportunity for IHEC database developers to put into practice what they have learned from the series of trainings on software development organized under this programme in 2012. IHEC database developers have been able for the first time to take the lead in developing software for the voter registration update period. This will also enable proper assessment of skills levels after the training and identification of any further training requirements.

In the months of December 2012 to March 2013, UNDP deployed a Software Development consultant who joined the UNOPS advisors to support the IHEC in software development for the IHEC's Data Entry Centre (DEC). This support was aimed at preparing the DEC with appropriate systems for voter registration and election results processing.

In the month of December UNOPS recruited a national Database Development Officer to support IHEC in developing software applications in support of the electoral process. The Database Development Officer works with the departments of VR, DEC, Data Management and Public Outreach. UNOPS purchased equipment for a training laboratory to support training development initiatives for IHEC personnel. Following consultations with IHEC, UNOPS proceeded with an RFP for services in software and database development for IHEC. This step ensured that IHEC staff were properly supported while developing essential software for the voter registration as well as for tabulation of results.

The first session of training on institutional development programme to equip the IHEC with necessary skills for executing all data management related activities and to develop the management, installation, and maintenance of the complicated databases was held in Baghdad,

February 17 to 28. The training was implemented by UNOPS and delivered by MENTOR Global Consultancy. The first session involved seven IHEC participants, all male, from data management, voter registration, and data entry sections.

The Second session of training on institutional development programme to equip the IHEC staff on how to execute all data management related activities and to develop the management, installation, and maintenance of the complicated databases was held in Baghdad from 3 to 14 March 2013. The training was implemented by UNOPS and delivered by MENTOR Global Consultancy. This second session was attended by six IHEC participants, four male and two female, from the Data Management, Voter Registration, and Data Entry sections.

UNDP hired a Graphic Design Advisor from 4 to 30 August 2013 to provide technical support and guidance to the IHEC Graphic Design Unit during the production of ballot papers and other sensitive election materials in the United Kingdom. The consultant also provided on the job training and coaching to the IHEC staff during the period as well as preparation of real-time ballot paper production status reports to the UN and IHEC.

A third round of the database training was held from 14 to 30 July 2013 to cover the IHEC participants who missed the first two training sessions conducted in the previous quarter due to other commitments. Seven IHEC staff, five male and two female, attended the training.

Two advanced training sessions on Application Development Methodology and Programming Language were conducted on 14 to 30 August and 28 August to 14 September 2013, respectively. A total of fifteen IHEC staff, twelve male and three female, participated in the training.

In order to introduce international frameworks on IT service management (ITIL) and Information Security (ISO27001), training was conducted for fifteen IHEC staff, ten male and 5 female. All the trainees completed their training successfully and passed certification examinations.

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

UNOPS recruited an Information Technology/Communications Advisor to oversee implementation of output 3 of the programme. The ICT Advisor works in support of IHEC in order 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 Dohuk 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 2011, 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 emphasized the importance of follow-up through on-job training and e-learning in order to maximize benefits of the training.

The UNOPS national ICT consultant has continued to provide on-going, day-to-day guidance to IHEC staff in the National Office in Baghdad on improving the ICT infrastructure. The consultant has provided on the job training and mentoring to IHEC staff on CISCO switches configuration, troubleshooting the network and identifying priorities for redesign and configuration of communications equipment. He has assisted the IHEC in reactivating the ICT infrastructure of the Data Entry Centre for the current data entry staff recruitment process. Progress was made in recruitment of an international ICT Advisor to oversee the continued implementation of this output, assess the IHEC's ICT requirements and support the development of an overall ICT strategy for the IHEC.

Four IHEC Staff from the National Information Technology and Database sections completed a study visit to UNAMI Erbil office on the 12th and 13th of August 2012. The IHEC team visited the UNAMI primary data center as well as the Business Continuity and Disaster Recovery (BCDR) facilities. The team also reviewed the data center power conditioning and cooling systems in use by UNAMI to provide critical services round the clock to its users. The UNAMI team presented an overview of the Metropolitan Area Network (MAN), which extends between UNAMI and KREO providing telephony and data connectivity between the two offices over Radio Frequency (RF).

Following a review of the ICT infrastructure, the Programme presented the process and procedures in place in line with IT Service Management (ITSM) best practices framework. This included an overview of the Service Desk tool and process as well as Network Management System (NMS) for proactive and reactive event and incident management. The Programme completed a procurement process for Network testing equipment and Network Monitoring System for the IHEC.

On 24th October 2012, UNOPS received a request from IHEC to assist with the redesign and implementation of the DEC Network Infrastructure. Given the fact that VRU data entry was expected to start at the beginning of December, the project had to be completed within 30 days. This included replacing over 15,000 meters of copper cable and installing 3,000 meters of new fiber optic cable to support bandwidth intensive applications on approximately 500 endpoints. The project was completed in time, and several critical improvements were introduced into the DEC infrastructure such as fully redundant end-to-end network fabric and introduction of a network monitoring system (NMS) with the concept of a network operations center (NOC).

Several assessments of the ICT infrastructure and Information risk, control and governance at IHEC were carried out and presented to the IHEC management. The recommendations include

critical infrastructure issues such as power conditioning (UPS, Generators), lack of disaster recovery planning as well as governance issues such as lack of a regular financial budget, senior oversight and strategic plan for ICT.

UNOPS organized a meeting of IHEC management with Microsoft, which was attended by the Director of Operations, IT Manager, Network Manager and Manager of the Data Management Unit, IFES representative and UN ICT. Microsoft presented various licensing and support options. The meeting was organized since software licensing represents legal liabilities and implications for IHEC and it is important to highlight the risk to the IHEC Management for appropriate risk treatment actions.

The UNOPS ICT team assisted IHEC by providing best-practices reference frameworks to be used in the preparation of the 500 workstations at the DEC, which have now been re-formatted and re-installed with a new operating system image that has been properly patched with Microsoft updates and an anti-virus engine.

In the last half of 2012, IHEC requested UNOPS to support the business continuity and disaster recovery plan for the DEC including setting up a high availability Storage Area Network (SAN) for file services (scanned images and database snapshots) as well as a backup/archival system using tape media. Space had been identified in IHEC and construction will commence in January after the VRU data entry is completed.

On the operational front as well, several important interventions took place in 2012. This included the revival of the telephone PABX system (Cisco Call Manager) used at IHEC for internal communication. The system was down for almost 4 months due to a crashed server, which has been repaired. However, this system is in need of replacement or upgrade. The internet caching mechanism was also revived with the start of a new contract for provisioning of Internet services at the IHEC national office in Baghdad. The Programme also supported the IHEC in resolving the problems of the corporate email system, which had been down for more than a year, and was a high risk in terms of data leakage.

Secure connectivity between the national office and all IHEC offices in Kurdistan has been established using Virtual Private Networking technologies. This had facilitated data and voice communication between these offices, which was crucial for the 2013 Kurdistan Regional Government Parliamentary elections.

Virtualization and Consolidation: Under the guidance of the UNOPS ICT Advisor, all critical services had been moved to a virtual environment and old servers had been decommissioned in the third quarter of 2013. IHEC staff had been trained on the usage of the virtualization and consolidation technologies.

IT Service Management: Following the IT Service Management training, IHEC staff had also been trained on industry best practices related to incident and problem management, capacity management and availability management. The ICT advisor has also been coaching the IHEC staff on Security Management tools and techniques in the quarter.

Disaster Recovery and Business Continuity: Required equipment for disaster recovery and business continuity was procured, installed and configured. The IHEC staff was trained on the use of this equipment and industry best practices as they relate to high-availability, resilience and service continuity management. An inventory of computing assets along with documentation for critical computing assets was also completed during this time. This process is an essential part of the disaster recovery preparedness.

Knowledge Management System: A Content Management System (CMS) based on Microsoft SharePoint has been put in place to maintain critical system documentation such as diagrams, manuals and standard operating procedures. The next step is to implement the Service Asset and Configuration Management (SACM) system, as part of the request fulfillment and incident management system. The software for this purpose was procured and deployed.

Capacity Building: International Standards issued by ISO and books on implementing good governance and service management practices have been procured. These will serve as reference guides for Continual Service Improvement initiatives and compliance. An on-the-job training for all IHEC IT staff on networking, security and technical support is underway. The training is being conducted by UNOPS ICT advisor and ICT specialists.

Information Security: As part of the continual service improvement program, equipment to secure network and other critical services such as email and Internet access were deployed during the third quarter of 2013.