

A full-page photograph of an elderly man with a long white beard and a brown turban. He is wearing a light-colored long-sleeved shirt and a dark brown vest. He is holding a large stack of white, rectangular ballot boxes. The background shows a dirt area with a fence made of woven reeds and a building with a corrugated metal roof. The text 'ENHANCING LEGAL & ELECTORAL CAPACITY FOR TOMORROW II' is overlaid in large, bold, black capital letters across the middle of the image.

ENHANCING LEGAL & ELECTORAL CAPACITY FOR TOMORROW II

FIRST QUARTER PROJECT PROGRESS REPORT 2012

PROJECT INFORMATION

Project ID:	00063078
Duration:	Phase II (January 2012 – December 2013)
Strategic Plan Component:	National Governance
CPAP Component:	Outcome 4: The state and non-state institutions are better able to promote democratic participation and be accountable to the public
ANDS Component:	Governance, Rule of Law, and Human Rights
Total Budget:	USD \$89,784,946
Responsible Agency:	United Nations Development Programme

DONORS



Australia



Canada *



Denmark



EU



Italy*



South Korea*



Turkey*



United States of America*

* Continued support from ELECT I budget

Prospective donors with pledged support: Germany, Japan, Netherlands, Norway, Sweden, United Kingdom

ACRONYMS

ANDS	Afghanistan National Development Strategy
ANSF	Afghan National Security Forces
AWP	Annual Work Plan
CEO	Chief Electoral Officer
CPAP	Country Programme Action Plan
DIM	Direct Implementation Modality
DFC	District Field Coordinator
ECC	Electoral Complaints Commission
ELECT / II	Enhancing Legal and Electoral Capacity for Tomorrow / II
IEC	Independent Electoral Commission
IFES	International Foundation for Electoral Systems
IOM	International Organisation for Migration
ISAF	International Security Assistance Force
JEMB	Joint Electoral Management Body
MoF	Ministry of Finance
NIM	National Implementation Modality
NPP	National Priority Programmes
PC	Polling Centre
PS	Polling Station
PSA	Public Service Announcement
SCR	Security Council Resolution
SET	Special Election Tribunal
SMSG	Special Representative of the Secretary General
UNAMA	United Nations Assistance Mission to Afghanistan
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
VR	Voter Registration

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I. EXECUTIVE SUMMARY

The UNDP project, Enhancing Legal and Electoral Capacity for Tomorrow - Phase II (ELECT II), is the main vehicle of the United Nations to enhance the electoral process in Afghanistan. The UN Security Council Resolution (SCR) 2041 gives the responsibility to the UN system to “support [...] the organization of future Afghan elections, as well as to strengthen [...] the sustainability, integrity and inclusiveness of the electoral process, and provide capacity building and technical assistance to the Afghan institutions involved in this process”.

The ELECT II project was signed in December 2011 and started in the first quarter of 2012. Elect II has been successful in this period to initiate activities aimed at achieving its annual targets and outputs, in particular in the areas of capacity development and overall institutional sustainability. Some significant initial steps have also been taken with regards to voter registration and broader democratic engagement outputs.

The first quarter has witnessed an intensive period of capacity advice to the Independent Election Commission of Afghanistan (IEC), in particular with regards to the discussions on improvements of the electoral framework, as well as the development of the Annual Work Plan (AWP) and Strategic Plan of the IEC. ELECT II had the opportunity to advise and support the IEC on issues pertaining to the electoral law and international principles and best practice, as well as on aspects of effective strategic planning. The progress made in these areas strongly contributes toward enhancing the capacity of the IEC to ensure well organized future led electoral processes (output 1).

Concrete progress in the first quarter towards project outputs includes:

Output 1: Enhanced Capacity Development

- IEC AWP developed;
- Supported IEC to develop 5-year Strategic Plan;
- IEC Training and Capacity Development Plan accomplished and initiated;
- Trainings and workshops commenced – nine undertaken;
- Technical advice on the legal reform of the electoral framework provided;
- Departmental Operational Plans initiated- logistics, procurement, assets management and finance;
- Security upgrades for ten IEC provincial offices commenced;
- ELECT II functions as the funding vehicle for a large portion of IEC operational costs and activities.

Output 2: Improved Voter Registration (VR)

- The IEC and ELECT II participated in an “IT and Election Management” Conference aimed at gaining comparative international experience in VR improvement and management;
- Planning undertaken for a UN feasibility study to take an “in-depth” look at options for VR improvement – mission to be deployed to field in May 2012.

Output 3: Broader Democratic Engagement

- Conceptualization of a plan for VR and voter education as well as early discussions held on conceptualization of a broader civic education campaign;
- Planning for training on “Procurement of Public Service Announcements” underway.



Figure 1: IEC CEO Abdullah Ahmadzai. Credit: UNDP

During the first quarter of 2012, ELECT II was also engaged in a number of essential activities related to internal planning. Of primary importance was the full deployment of the ELECT II management team in order to establish the ELECT AWP. This plan has been developed in close coordination with the IEC and is linked to the IEC’s departmental plans. In addition, the management team designed the ELECT II HR plan and started to undertake the necessary recruitment of electoral advisors as foreseen in the project document. The ELECT II management team also conducted a round of discussions with donor partners to exchange views and finalize funding arrangements. Regular management meetings have also been established in the first quarter between ELECT II senior management and the IEC Chief Electoral Officer (CEO), and between ELECT II advisors and IEC Department Heads.

II. BACKGROUND

ELECT II is the main vehicle of the UN to enhance the electoral process in Afghanistan. The UN SCR 2041 gives the responsibility to the UN system to deliver broad based support to transparent and fair elections.

On 22 March 2012, the UN Security Council extended and strengthened the mandate of UNAMA through Resolution 2041, emphasizing “support, at the request of the Afghan authorities, the organization of future Afghan elections, as well as to strengthen, in support of the Government of Afghanistan’s efforts, the sustainability, integrity and inclusiveness of the electoral process, as agreed at the London, Kabul and Bonn Conferences, and provide capacity building and technical assistance to the Afghan institutions involved in this process”.

The ELECT II project became operational from the start of 2012. ELECT II (2012-2013) builds upon the initial ELECT project (2006-2011) but has a specific focus on maximizing capacity development of the IEC during the inter-election period (2012-2013). This is important since ELECT II contributes towards a number of the Afghanistan National Priority Programmes (NPPs) under the cluster of National Governance:

- “National Transparency and Accountability Program” (component 3.7. oversight mechanism for elections);
- “National Law and Justice for All Program” (legal reform of the electoral framework);
- “National Human Rights and Civic Responsibilities Program” (component 3.2 increased effectiveness of IEC and ECC);
- and under the cluster of Human Resources to the “National Action Plan for Women of Afghanistan” (NAPWA) (component 5: Public Education and Awareness Raising).

Furthermore, ELECT II serves Outcome 1 of the United Nations Development Assistance Framework (UNDAF) “stabilization process is strengthened through effective integrated UN support to Government and communities” and UNDAF Outcome 3 “the institutions of democratic governance are integrated components of the nation state”. In addition, ELECT II Outputs are linked to Country Program Outcome 4 “the state and non-state institutions are better able to promote democratic participation and be accountable to the public”.

At present, ELECT II has cost-sharing agreements signed with three donors: EU, Australia and Denmark. The project can further count on remaining funds of ELECT I, from the US, Canada, South Korea, Turkey and Italy. UNDP also hopes to sign in the second quarter cost-sharing agreements with the UK, the Netherlands, Norway, Sweden and Germany. A project proposal is prepared to submit to the Government of Japan for funding of key ELECT activities outside the ELECT II basket fund.

III. RESULTS

A. OUTPUT 1: Institutional, operational and technical capacity of the IEC is developed to ensure well organized, future Afghan-led electoral processes

1. PROGRESS AND ACTIVITIES

From the operational start of the project in January 2012, ELECT II has been deeply involved in assisting the IEC to enhance its institutional, operational and technical capacity. In order to establish a longer-term strategic and capacity development plan, there has been the need to support the IEC to take the next step beyond its comprehensive assessment of its own institutional needs and capacities. Significant process has been made in the first quarter by drafting the IEC five-year Strategic Plan and the commenced implementation of intensive human resource capacity building efforts. The IEC has also been in the process of incorporating lessons learnt from the last elections that could improve future electoral process into the current electoral framework discussions. These efforts have been supported by ELECT II advisors in different ways.

I. Institutional capacity development

a. Counterpart structure

The counterpart structure is aimed specifically at building sustainable institutional capacity through the pairing of all ELECT II advisors with IEC units for direct support and mentoring throughout the entire electoral cycle. The progress made by establishing this approach includes:

- Regular management meeting schedules have been established between ELECT II senior management and IEC/CEO and between ELECT II and Department Heads.
- Unit specific capacity-development plans have been initiated.

Not all ELECT II advisors as foreseen in the Project Document are yet in place. Essential advisors for Output 1 that were lacking during Q1 of 2012 include: a) Capacity Development advisor b) Legal Reform advisor c) Electoral Procedures advisor d) Gender Advisor e) Finance Advisor. Fundamental capacity development advice of these key positions to the IEC has in the meantime been assumed by the ELECT II management.

"There have been significant improvements in terms of ELECT's support to IEC compared to similar support the IEC received during the 2009 and 2010 elections, including changes in the structure of ELECT support team, its placement in IEC compound, the new leaderships, improved communication and coordination. Continuation of this support plus identification of further new capacity development initiatives in the IEC will lead to an optimized ELECT II support in the future"

Mohammad Hashim
Deputy CEO, IEC

b. Capacity Development plans

The IEC has been finalizing development of its five-year Strategic Plan (2012-2016) to guide IEC activities through 2016, during which IEC will administer and supervise key transitional provincial, parliamentary, presidential and district council elections. The Strategic Plan outlines the **mission**, **vision**, **values** and **strategic goals** of the IEC, and was developed based on an assessment of previous lessons learnt, the current situation, and identified opportunities and challenges in the upcoming electoral cycle. This overall approach to strategic planning identifies objectives and gaps, and impacts on all IEC planning including:

- IEC AWP
- IEC training and capacity development plan
- Departmental Operational Plans for Logistics, Procurement, Assets Management, Finance

ELECT II has contributed to the development of the strategic plan, and incremental planning to achieve the overall Strategic Plan objectives. ELECT II closely coordinated the development of its own annual work plan with that of IEC, in order to ensure an integrated partner approach and to better realize day-to-day capacity development progress.

“Building institutional and staff capacity is one of the IEC’s main goals. ELECT II support on developing a comprehensive capacity building plan for three next years has been vita for IEC. ELECT II financial support to the IEC Training and Capacity Building program has always been on time, which facilitated the IEC to organize methodically the different programs both at IEC HQ and Provincial level, based on prepared timeline. Involvement of ELECT advisors on facilitating some official training programs as well as continued on the job advice are highly appreciated.”

Dr. Shahla Haque,
Head of Training Capacity
Building Department IEC

c. Training and Workshops

Training programs and workshops are essential tools to enhance the human resource capacity of staff at the IEC.

In Q1, the IEC developed a comprehensive two-year Training and Capacity Building plan (2012-2013) that aims to increase knowledge and skills of all staff at HQ and provincial level. As of the end of the quarter, the IEC had organised eight training programs and attended an international workshop. In total, more than 190 participants from the IEC joined these trainings and workshops, of which 45 were female. The most significant trainings and workshops include:

- International Workshop: ‘IT and Elections Management’
- IEC ‘Management and Leadership’ training programs
- ‘HR Policy and Rules’ training
- ‘Needs Assessment for HQ Female Staff’
- ‘Gender Awareness’ training
- Warehouse Management training

International Workshop: ‘IT and Elections Management’

The deputy CEO of the IEC and the CTA of ELECT II attended an international workshop in Mombasa, Kenya (5 to 9 March) organized by UNDP and the European Commission on Information

“The IT and Elections Management workshop in Kenya, where hundreds of election officials and professionals were present, was a good opportunity for the IEC to share experiences and establish professional relations. The content of program, specially the focus of program on use of ICT in Civil and Voter Registration and tabulation of vote helped the IEC to learn from other countries experiences.”

Mohammad Hashim
Deputy CEO, IEC

Management and Elections Management. The workshop provided a forum of exchange of experience for staff from electoral management bodies, EU delegations, UNDP offices and key stakeholders. Discussions focused on experiences, options and best practices for the use of technology in electoral processes, including:

- the availability, sustainability, advantages and disadvantages of voter registration technologies;
- the introduction of ICT in the management of electoral results;
- and implications of e-voting.

IEC ‘Management and Leadership’ training programs

All heads and deputy-heads of the IEC Departments participated in an intensive management and leadership training from 10 to 14 March, facilitated by an Afghan-based consulting group. The training included topics such as definition and responsibilities of leadership, management issues, and staff recruitment and supervision. The training consisted of power point presentations and group exercises and was perceived as positive and very useful by the IEC’s management.

Upon IEC request, the civil service commission provided a management and leadership training for 30 Provincial Electoral Officers in the first week of March at IEC headquarters.

‘HR Policy and Rules’ training

The IEC also started in February an “HR Policy and Rules” training for all staff at headquarters and provinces. This training is part of the IEC’s long term capacity development plan. The first session included 30 participants, of which eight were women, from different departments. The program was facilitated by the head of the IEC HR department in cooperation with the Training and Capacity Building department.

‘Needs Assessment for HQ Female Staff’

Eighteen women from the IEC participated in a needs assessment workshop for female staff at the IEC HQ on 7 and 8 February 2012. The session was organized by IEC’s Training & Capacity Building Department and the outcome of the needs assessment was used as input to the Gender Awareness training for all IEC staff in March.

‘Gender Awareness’ training

The IEC Gender Unit organized gender awareness training from 12-14 March in the IEC HQ for 25 staff members, of which ten were women. The training was facilitated by the Ministry of Women’s

Affairs. Main topics included: gender equality and women rights; gender issues in view of Islam; gender equality and the Afghanistan constitution; gender policies; and international standards and different agreed conventions.

Warehouse training

ELECT II supported the IEC to conduct warehouse management training for IEC headquarters logistics staff in February. The training included subjects such as: inventory management; classification, counting and controlling; and inventory management performance measuring. The training package, which includes a cascade style training-of-trainers component, will also be conducted in the next quarter for 34 provincial logistics officers.

An overview of all trainings and workshops, and details on number of participants, are provided in Annex 7.

II. Technical capacity development

a. Legal reform of the electoral framework

Assistance to the IEC with regard to proposals of amendments to the electoral framework is a key element for UNDP to contribute to the NPPs, and in particular to the “National Law and Justice for All Program” and the “National Transparency and Accountability Program”. A transparent legal framework for elections will increase the effectiveness of the IEC, and as such also contribute to the “National Human Rights and Civic Responsibilities Program”.



Figure 2: Provincial IEC official in debate. Credit: UNDP

During Q1, with advice and support from ELECT II, the IEC has worked on a proposal of amendments to the electoral law, to be submitted at a later stage to the Ministry of Justice. The IEC has been working on a proposal of amendments to the legal framework comprising of four categories: 1) independence of the IEC 2) operations and procedures 3) election systems and 4) complaints and appeals. Therefore, apart from more technical issues (such as the candidate vetting process, regulation of campaign finances, quarantine and invalidation of votes, counting centre location, candidate registration criteria), the proposal aims to address issues of relevance to both institutional and political sustainability, including the electoral system and the dispute resolution mechanism. ELECT II provided advice regarding international obligations and best practice, also in line with the new UN SC Resolution 2041 which emphasizes support to

the electoral process and in particular to the Afghan electoral institutions.

With support from ELECT II, the IEC has prepared different approaches with regard to amendments to the election law framework and plans extensive stakeholder consultations with representatives from political parties, civil society and international organisations. In addition, the IEC held preparatory bilateral meetings with various international stakeholders

III. Operational capacity development

In order for the IEC to become a sustainable organisation, a country-wide structure and proper internal operational systems are required. In Q1, ELECT II focused on strengthening the IEC field operations, logistics, procurement, assets management and finance departments.

a. Field Operations

Sound management of field operations are an essential component to prepare the IEC for the massive operational and logistics operation that is inherently linked to organizing elections throughout the country. A critical success factor that will determine whether elections will be successful or not is the capacity of the IEC to plan, organize and conduct elections in the field throughout the country.

As a recommended lesson learnt from ELECT, ELECT II advisors have been assisting the IEC in establishing its own office and warehouse facilities in the provinces. Whereas in the past local electoral offices had tended to be merely regarded as an ad hoc necessity during times of elections, it became clear that a permanent presence at provincial level is essential in order to facilitate the potential focus on voter registration as an on-going process as well as the need for proper storage of electoral materials. In addition, continued presence in the field contributes to the IEC's aim to increase its public outreach across the country. Ownership of these provincial premises, in contrast to renting office space, is essential to overcome any potential political or electoral conflict of interest with a landlord at a later stage. During the first quarter, IEC Field Operation advisors helped the IEC with availing land as well developing procurement plans to hire engineers, constructors and monitors.



Figure 3: Available land for a warehouse in Bamyan Credit: UNDP

In addition, as planned, security upgrades have started in ten provincial offices: Bamyan, Daikundi, Farah, Jawzjan, Lagman, Nangarhar, Samangan, Sar-i-pul, Uruzgan and Wardak. These security upgrades are needed to secure the provincial premises and should be completed in Q2 2012.

b. Logistics advice

ELECT II worked closely together with the IEC on a detailed logistical plan to move non-sensitive electoral materials from Kabul to all 34

provincial offices. This includes analysing the existing stock of ballot boxes, voting screens, tables, etc., verifying the current warehouse space availability in all provinces, and developing a sound movement and assets tracking plan. The implementation of the movement of these electoral materials to Kabul, including the destruction of all redundant sensitive and non-sensitive materials from previous elections, will take place in Q2 and Q3 of 2012.

ELECT II advisors have worked closely together with the IEC to import 116 international vehicles. This is a major international procurement task where import and tax exemption processes were handled for the first time by the IEC, with ELECT II only providing advice. The recent blockade of NATO goods by Pakistan after the unfortunate border incident at the end of 2011 created an extra administrative, logistic and financial challenge, since almost half of the vehicles got stuck for several months at the harbour in Karachi. Although not all vehicles had arrived by the end of the Q1, the IEC showed clear confidence in dealing with the matter. The complexity of the process allowed the IEC to enhance its procurement and logistics capacity.

"This enormous import process gave us a lot of insights and knowledge to manage international procurement cases for future elections."

Mr. Ghani Noorzai
IEC Logistics



Figure 4: Newly constructed warehouses at the IEC HQs to store electoral materials before, during and after elections. Credit: UNDP

c. Procurement

With support of ELECT II advisors, the IEC has completed its 2012 procurement plan, including an estimated total annual budget of USD 13 million. ELECT II's role with regards to procurement for the IEC has changed significantly in ELECT II, from taking the lead under ELECT I to currently supporting the IEC's increased procurement responsibilities. As part of the project's goal to strengthen the IEC's operational capacity, ELECT II's current procurement role focuses on mentoring, advice and oversight.

A concrete example of this new role is the current procurement process with regard to the security upgrade of the ten provincial offices mentioned above. After the closure of the bidding process, the IEC conducted the evaluations on all tenders based on objective and transparent technical and financial criteria. Six contractors were selected and briefed by the IEC on the works to be carried out. ELECT II reviewed the contracts before their signature to ensure that the necessary clauses were included to mitigate the risks.

In addition, ELECT II Procurement Advisors prepared a capacity building training program for the IEC's Procurement Unit with particular focus on procurement of public outreach services. The aim of the training, which will be conducted in Q2 of 2012, is to make the IEC staff familiar with sensitivities of procuring and broadcasting Public Service Announcements (PSA) for radio and TV, a medium that will be used for civic and voter education initiatives.

d. Assets management

With the closure of ELECT I at the end of 2011, ELECT II Assets Management Advisors assisted the IEC with the transfers of UNDP assets to the IEC as stipulated in the ELECT I LoA. Physical and procedural transfer of all assets is almost completed. Verification and listing of missing assets will be finalized in the following months. At the end of the quarter, capital assets with the value of USD 4.3 million and non-capital assets with the value of USD 1million have been transferred.

ELECT II's Assets Advisor also worked closely together with the IEC to develop Standard Operation Procedures and a best practices guide for assets management in line with government rules and regulations. These procedures are essential to install internal guidelines to make sure assets are managed properly and in line with accounting rules.

The following table provides a snapshot of ELECT II in relation to its annual targets after Q1.

Table 1: Output 1: Q1 2012 progress

2012 Baseline	2012 Annual Targets	Q1 Planned	Q1 Actual	Q2	Q3	Q4	Comments
1: No departmental plans and procedures developed.	<p>1. 10 Departmental plans and procedures are developed.</p> <p>Implementation of 10 departmental plans and procedures: 45 % completed at IEC HQ level.</p>	<p>a. Assistance to the IEC AWP, IEC Training and Capacity Development plan, and IEC Strategic Plan.</p> <p>b. Assistance to improvement of the legal electoral framework</p>	<p>a. The IEC AWP and the IEC Training and Capacity Development plan have been finalized half-way Q1 2012. Final inputs have been given to the IEC Strategic Plan (2011-2016) that will be shared in Q2 with stakeholders for feedback. In addition, ELECT II advisors have assisted the IEC with development of Logistics, Procurement, Finance and Assets plans.</p> <p>b. Based on international best practice, ELECT II provided support to the IEC with regard to aspects identified for potential improvement in the legal electoral framework</p>	<p>a. ELECT II advisors support the IEC departments with their internal procedures and planning.</p> <p>b. Continued technical advice to the IEC to draft proposals for submission to the Ministry of Justice with regards to legal reform of electoral framework</p>			<p>Different ELECT II specialists, such as</p> <p>a) Capacity Development advisor, b) Legal Reform advisor, and c) Electoral Procedures advisor will be recruited to support the IEC. At the end of Q1, the recruitment process was delayed by 1-2 months.</p>
2: Starting point based on the result of staff needs assessment completed in 2011.	2. 80% of annual training plans implemented (60 trainings, 1300 participants).	a. Finalization of the IEC's training and capacity development plan	<p>a. The IEC's training and capacity development plan has been finalized</p> <p>b. Starting from February</p>	On-going implementation of the IEC's Training and Capacity Development plan			The annual target (numbers of trainings and participants) as stipulated in the

2012 Baseline	2012 Annual Targets	Q1 Planned	Q1 Actual	Q2	Q3	Q4	Comments
		b. Organisation of training and workshops	2012, the IEC has conducted 9 different trainings and workshops. The total number of participants of trainings and workshops by the end of Q1 was 190, of which 45 female. (for more details: see above)				AWP has to be revised in line with the final training and capacity building plan.
3: Provincial offices do not have permanent office space and warehouses	3. Construction of eight permanent offices and nine warehouses completed in ten provinces.	a. Land has been made available for the construction of permanent offices b. Security upgrades have been initiated in 10 locations.	a. Land has been made available in nine of the ten provinces. Last negotiations taking place in Paktia. b. Security upgrades have started in ten provincial offices: Bamyan, Daikundi, Farah, Jawzjan, Lagman, Nangarhar, Samangan, Sar-i-pul, Uruzgan and Wardak.	<u>Q2-Q3:</u> a. Funding, contract bidding, selection of companies, M&E, start of construction for all ten provinces. b. Security upgrades are finalized by end of Q3 2012. <u>Q4:</u> a. Construction of eight permanent offices and nine warehouses completed in ten provinces.			It is possible that the construction of the permanent offices and warehouses in 9 provinces will be funded by the Government of Japan outside the ELECT II basket fund and project.
4: Currently 36 women are employed in the IEC	4. The number of women working in the IEC increased by four.	Gender Needs Assessment and Awareness training	Gender Needs Assessment and Gender Awareness training conducted	ELECT II gender advisor. At least 40 women work in the IEC by the end of the year.			An ELECT II Gender advisor will be recruited to support the IEC.

2. FINANCIALS

In Q1, a total of USD 676,995 was spent for this output. For more details, please see Annex 1 and Annex 2.

3. RISKS AND ISSUES

RISKS

- **Transition to new modality**

ELECT II is under consideration to move from a Direct Implementation Modality (DIM) to a National Implementation Modality (NIM) as part of the strategic direction of *Afghanisation*. This includes that the project budgeting, procurement and finance will be managed through the Ministry of Finance (MoF). Effective transition to the new modality will be facilitated by a smooth adjustment to procurement, budgeting and accounting procedures, as well as efficient procedures enacted by the respective authorisation bodies. This is especially important in the run-up to an election year, which will require large-scale logistical operations, procurement, delivery and payment.

ISSUES

- **Issue: Recruitment delays**

ELECT II faced the issue of a delay in recruitment. The project document foresees 24 international advisors, of which ten international advisors have been recruited so far. Recruitment of the remaining ELECT staff has been initiated in Q1 and will be processed in Q2. Crucial positions, such as a Capacity Development advisor, Electoral Procedures advisor, Gender advisor and Finance advisor were not filled, putting an extra burden on the management team to fill the gap. To mitigate this issue a private recruitment firm has been contracted to hire on a temporary basis the missing advisors as consultants, until the positions are formalized by UNDP and fixed-term-recruitment has been completed. The mechanism of using a private recruitment firm was selected as the most appropriate to facilitate a timely recruitment. Most of the consultants will be assigned as counterparts to IEC Departments.

4. LESSONS LEARNED

- **Early Recruitment**

A main issue to get the project started in all areas as initially planned was the delay in recruitment of different international advisors, as mentioned above. UNDP is aware of this problem and currently implements a fast track recruitment system. Awaiting the full implementation of the fast track system, a different mitigation strategy is the use of an external recruitment firm through which on a temporary basis positions can be filled by temporary consultants.

5. FUTURE PLAN

The pace of ELECT II activities will accelerate in the second quarter of 2012. ELECT II aims to finalize most of the recruitments in order to have the full team on board, which will allow the project to run on full capacity. Key activities will focus on the review of the electoral framework, including national and provincial consultation rounds; on the construction of provincial offices and warehouses; and on the logistical operation of retrieving and disposing electoral materials from 2009 and 2010. In addition, ELECT II advisors will further assist the IEC to finalize the five-year Strategic Plan as well as with the implementation of the Training and Capacity Building plan. The table below gives a timeline for all these activities.

Table 2: Future activities and timeline Output 1

ACTIVITIES	TIMELINE
Electoral Framework Review	Ongoing until early 2013
Finalization IEC Strategic Plan	April- May 2012
Trainings and Workshops	Ongoing till end of year
2009/10 Cycle Electoral Material Retrieval and Disposal	Until August 2012
Provincial Office and Warehouse Construction	Ongoing till end of year
Recruitment: International Advisors	April-May-June 2012

B. OUTPUT 2: The quality of the voter registry is improved to support future electoral processes

1. PROGRESS AND ACTIVITIES

“UNDP ELECT I and II has been the most successful project supporting the IEC during electoral periods and in between elections. It has been crucial for the IEC ensuring continuous capacity development of the organization and institutionalization of election management in Afghanistan. ELECT II project activities have been in line with the strategic objectives and priorities of the IEC as a result of improved coordination in planning between ELECT II and the IEC.

We appreciate the improvements implemented by UNDP based on lessons learned from the 2009 elections support in Afghanistan. However, ensuring continuity of the technical support by streamlining recruitment process for international technical advisors to be embedded at the IEC will further strengthen the IEC to get better prepared for future elections in Afghanistan. We would like the technical support and capacity building efforts to remain focused on ‘Afghanisation’ of the election process aiming at significant reduction on technical support by the international community. Such an objective can be achieved by increasing investments on building technical capacity of the during non-election periods.”

Abdullah Ahmadzi
Chief Electoral Officer, IEC

Voter registration improvement

The right to vote is the most basic element of a democratic election system. From the individual's right to vote follows a duty of the election administration to facilitate effective exercise of that right through the registration of voters. ELECT II is supporting the IEC in this endeavour, which will be an on-going process for some years, to enhance the development of an improved and more accurate VR. Output 2 has a particular focus on technological and political sustainability in terms of improvements to the quality of the voter registry and to support future electoral operations. Activities in Q1 focused on conceptualising the VR issues in Afghanistan. As mentioned earlier in the report (Output 1, Training and Workshops), the deputy CEO of the IEC and the CTA of ELECT II participated in an international workshop “Information Management and Elections Management” in Kenya, where comparative experiences in VR improvements were shared. An indirect outcome of the participation of IEC and ELECT II senior management in workshop was the conceptualisation of a voter registry feasibility study for Afghanistan.

The issue of VR needs careful consideration in order to best assure success for this exercise. Detailed technical evaluations of the voter register (established between the years 2003-2010) have been compiled by a number of experts in the field. As an essential next step a further comprehensive and detailed assessment has been determined by ELECT II in conjunction with the IEC. A review of all relevant analysis conducted in recent years will inform a sound forward-looking approach, in the context of current technical and political considerations. These are key VR factors that have been under examination in Q1, and determined the utility of the upcoming feasibility study.

The VR feasibility study will not only look at the technical feasibility in isolation, but also take into account the structural, political and institutional

factors that affect VR implementation. The study will further look at issues of cost-effectiveness, the IEC's IT capacity, stakeholder acceptance, in addition to current international norms and comparative best practices. In the Q1, the IEC and ELECT II have developed a concept paper and drafted the ToRs to recruit on a short-term basis the required VR experts. The mission is scheduled to be conducted in the second quarter of 2012.

Not all ELECT advisors as foreseen in the Project Document are yet in place. Essential advisors for Output 2 that were lacking during Q1 of 2012 are 1) Voter Registration specialist 2) Electoral Network IT specialist; and 3) GIS specialist.

The table below provides a snapshot of ELECT II in relation to its annual targets after Q1

Table 3: Output 2: baseline and targets

2012 Baseline	2012 Annual Targets	Q1	Q2	Q3	Q4	Comments
1. No VR offices operational and functional	50 VR offices functional	-	The VR feasibility study will set the direction for a strategic plan and operational plan (all in 2012)			Start in Q2
2. No villages allocated to polling centres	50% of the villages allocated to polling centres	-	The recruitment of the VR specialist, the Electoral Network IT specialist, and the GIS specialist is the start of the work to allocate villages to polling centres			Start in Q4

2. FINANCIALS

In Q1, no specific expenses were yet made for this output.

3. RISKS AND ISSUES

RISKS

▪ Elections moved earlier to 2013

The following (presidential) election is scheduled in 2014. However, at the end of the first quarter of 2012, speculations raised that these elections could be moved forward to 2013. The IEC has made a firm stance that any early elections can only take place conform the constitution. Current expectations are that the presidential elections will still occur in 2014. However, earlier elections can impose a risk on the current timetable for VR. Any change in the electoral calendar should take into account twelve month window prior to the event, necessary for the IEC to have everything operationally in place. The current plan for VR is currently under further consideration and it is recognised that there is a compressed timeframe for undertaking this activity.

- **Deteriorating Security**

Severe security disruptions in the country impose a risk on the success of Output 2. Conducting proper VR implies a wide range of activities in the field. If too many areas become restricted because of security reasons, the VR improvement might result in impartial lists or inconsistent registration throughout the country. At this time, there is no mitigating strategy.

ISSUES

- **Adopted VR System does not manage expectations**

Work currently underway is attempting to build a roadmap addressing the next steps for VR in the short and long term. Whatever system is eventually implemented, it will differ from previous standards and will require a large degree of public information and stakeholder buy-in. Managing expectations will be crucial to the success of this operation. As mentioned above, the security environment will not support a comprehensive and consistent registration process easily and different approaches will probably have to be found. As a mitigating strategy, a VR feasibility study in Q2 will look deeper into different approaches.

- **Incomplete Population and Geodesy Data**

While more data has become available in terms of unofficial household surveys, a country wide census still has not been completed. The IEC has just completed fieldwork on a Polling Centre Verification process. The next step is to develop the cartography linked to constituency limits, and then relate voters and polling centres to that cartography. The operational timelines for completing this are extremely short. Unless this work is completed, a voter registration exercise cannot begin.

4. FUTURE ACTIVITIES

The VR feasibility study will start with a mission of experts at the end of May of 2012. It will look into the technically feasible alternatives as well as take into account the structural, political and institutional factors that affect voter registration implementation. Taking further into consideration factors such as cost-effectiveness, the IEC's IT capacity, stakeholder acceptance, and international norms and comparative best practices, the study will serve as a guide for the best way forward. In addition, once the recruitment of the VR specialist, the Electoral Network IT specialist, and the GIS specialist is finalized, the mapping of polling centres with population estimates can start to determine at a later stage the polling centre locations in each district.

Table 4: Future activities and timeline Output 2

Voter Registration Feasibility Study	May-June 2012
Polling Centres and Population Mapping Exercise	Ongoing till end of year
Recruitment: International Advisors / Specialists	April-May-June 2012

C. OUTPUT 3: Capacity of the IEC to encourage democratic participation is strengthened

1. PROGRESS AND ACTIVITIES

In order to develop a structured dialogue with stakeholders and initiate a comprehensive public outreach effort, the IEC first has had to define its own mission, vision and objectives as an institution. ELECT II support to finalization of the IEC five-year Strategic Plan was critical to establishing this guiding framework. In the end, an inclusive electoral process must engage the broader stakeholder community to promote awareness, participation, transparency and ownership of the process, which in turn enhances credibility. The IEC Strategic Plan serves as a foundation for the IEC to reach its objectives in this regard.

The IEC has adopted a dual approach, which includes information about specific aspects of upcoming elections (voter education), but which also provides information about democratic government, underscoring the importance of civic participation (civic education). The Operational Plan for the IEC's Public Outreach Department was first developed with a focus on a voter education / voter registration (VR) initiative. However, the plan is designed to be flexible and responsive to current conditions, so that the content and messaging of the field and media campaigns can be adjusted as required. For example, a public outreach strategy for a VR information campaign was reviewed in Q1, but due to the fact that modalities for improving VR are still under review, a broader civic education initiative is now likely to precede the VR-specific voter education campaign. ELECT II had preliminary discussions with the Public Outreach Department in Q1 as the public outreach approach was being conceptualized. The public outreach campaign is essentially intended to consist of:

- Design, production and implementation of a media campaign (i.e., radio, TV, and print);
- Design, production and implementation of a training campaign for civic educators and HQ Public Outreach staff;
- The design and implementation of a face-to-face outreach campaign through CSOs, Community Development Councils and Women's Shuras (councils).
- A Call Centre for public enquiries regarding aspects of the electoral process, including the voter registration process.

Not all ELECT II advisors as foreseen in the Project Document are yet in place. Essential advisors for Output 3 that were lacking during the first quarter of 2012 are: 1) Public Outreach advisor 2) External Relations advisor 3) Communication Specialist.

The table below provides a snapshot of ELECT II in relation to its annual targets after Q1

Table 5: Output 3: baseline and targets

2012 Baseline	2012 Annual Targets	Q1	Q2	Q3	Q4
1. Confidence of the public in the IEC and electoral process in the Asian Foundation survey of 2010s (54%) and 2011 (59%)	Maintain the same confidence level of 2011	No plans for Q1	IEC plans several rounds of consultation meetings at national and provincial level, open to the public and the media, to begin the discussions on the electoral reform, as well as to solicit feedback on its Strategic Plan. (Q2)		

2012 Baseline	2012 Annual Targets	Q1	Q2	Q3	Q4
2. No CSOs trained and engaged to deliver VE messages	50% of the targeted CSOs are trained and engaged to deliver VE messages	No plans for Q1	Civic and Voter education plan in place, CSOs identified, training of CSOs.		

2. FINANCIALS

In Q1, no specific expenses were yet made with regard to this output.

3. RISKS AND ISSUES

RISKS

▪ Lack of interest and engagement of political actors and the electorate

The lack of interest and engagement of political actors towards the electoral process could lead to a decreased interest and participation of the general public despite the public outreach efforts by the IEC. It is therefore important that ELECT II engages with key partners from the international community to reinforce the message of the importance of the upcoming electoral process for Afghanistan's political future, as well as to underscore that it must be administered in an independent manner. These key precepts for a meaningful election process can be further emphasized and should be recognised by all political actors in the country, thereby promoting the engagement of the electorate. This will help to address the potential for voter apathy or cynicism, based on adverse experiences from past elections.

▪ Uncertainty around the electoral framework

If the political uncertainty regarding the required electoral framework is not clarified well ahead of upcoming elections, this would negatively affect public outreach efforts, particularly the voter education campaign which is intended to familiarize the electorate with voting practices and procedures. . It is clear that ELECT II's voter education efforts will depend upon the commitment of the Afghan political actors to establish a clear electoral framework in a timely manner, on which a corresponding voter education campaign can be developed. ELECT II will benefit from the support of its international partners in highlighting this issue.

ISSUES:

▪ Coordination of Voter Education Campaign in Line with Electoral Planning

The Operational Plan for the Public Outreach Department was first developed as a Project Management Plan for Voter Registration. However, if Voter Registration planning is still ongoing in 2012, the content and messaging of the field and media campaigns will have to be adjusted to other outreach messaging options such as a broader civic education initiative.

4. FUTURE ACTIVITIES

Table 6: Future activities and timeline Output 6

Civic and Voter Education Planning	Start from Q2 to Q4 2013
Recruitment: International Advisors / Specialists	April-May-June 2012

IV. CONCLUSIONS

The first quarter of 2012 was also the first quarter in which ELECT II became operational. A lot of attention was given to essential internal project planning activities, including the development of the Strategic Plan and the Annual Work Plan, recruitment, and bi-lateral donor consultations to hear the views of the international partners and discuss funding arrangements. However, ELECT II simultaneously made sure that focus to the project core's mandate, capacity development of the IEC, received due focus of attention. Much progress was achieved in pillar 1 'Institutional, Operational and Technical Capacity Development of the IEC', with all activities on track to achieve the annual targets in the AWP. Activities for pillar 2 'Voter Registration Improvement' and pillar 3 'Broader Democratic Participation' have also been initiated. As foreseen in the AWP, fundamental progress and results in these pillars will only be achieved in the next quarters of 2012. Both output pillars require the finalization of outstanding funding agreements and the recruitment of required advisors and specialists as foreseen in the Project Document.



Figure 5: ELECT Advisor jointly attending IEC seminar. Credit: UNDP

ELECT II aims to expand its current team of ten international advisors and experts to 24. Given the relatively short nature of the project (2012-2013) and new elections soon to come, the recruitment process should not stall in order to guarantee the output of important key activities such as voter registration and broader democratic participation, and not to

have a potential negative impact on the overall

project output. As a mitigating measure, UNDP worked with a specialized external recruitment firm to recruit essential consultants for ELECT II on a temporary basis.

Another issue that could potentially hinder the progress of the project, which is beyond the control of ELECT II, is the considered transition in UNDP from DIM to NIM. It would be essential that the transfer of budget and finance modalities, procedures and authorization responsibilities to the MoF will be conducted smoothly. If not handled well, or in case it causes severe delay of procurement and payment authorization, the effectiveness of the project could be at risk. As a

mitigating measure, UNDP and ELECT II will work closely together with the MoF to ensure a smooth transition.

V. ANNEXES

A. ANNEX 1: FINANCIAL TABLE

Donor	REVENUE					EXPENSES AND COMMITMENTS			BALANCE	Remarks
	Commitment (a)	Total Received (b)	Total Receivable c=(a-b)	Carry Over from ELECT I	Total Resources (b2)	Total Expenses (Jan - Mar 2012) (e)	Commitments (f) (Note 1)	Total Expenses and Commitments g = (e + f)	Balance h=(b2-g)	
Canada (CIDA)	-	-	-	3,246,108	3,246,108	678,600	45,310	723,910	2,522,198	
Italy	-	-	-	3,618,456	3,618,456	(826,581)	826,581	0	3,618,456	
Japan	-	-	-	-	-	(616,066)	698,501	82,435	-	
Republic of Korea	-	-	-	804,141	804,141	128,678		128,678	675,463	
SIDA	-	-	-	-	-	(372,682)	373,495	813	-	
Turkey	-	-	-	2,026,890	2,026,890	199,803		199,803	1,827,087	
USAID	-	-	-	7,387,352	7,387,352	1,363,557	33,246	1,396,803	5,990,549	
European Union	13,280,212	8,442,421	4,837,791	-	8,442,421	(3,289)	3,289	-	8,442,421	
Denmark	1,611,170	1,611,170	-	-	1,611,170	-		-	1,611,170	
AusAid	10,341,262		10,341,262	-	-	-		-	0	
DFID				-	-	(330,053)	330,053	0	(0)	
Grand Total	25,232,644	10,053,591	15,179,053	17,082,947	27,136,538	221,967	2,310,476	2,532,443	24,604,095	

Note:

- I. The commitment figure includes 2011 outstanding obligations of US\$ 2,232,531 reversed in January 2012 (reduced 1st qtr expenditure) to comply with IPSAS requirement. Payment to the vendors against this commitment will be processed during second quarter of 2012.
- II. Expenses reported for the first quarter of 2012 is provisional
- III. Revenue received in currency other than USD is approximated to USD based on UN exchange rate.

B. ANNEX 2: EXPENSES BY OUTPUT

Project Output	2012 Budget (AWP)	Expenses (Jan-Mar. 2012)	Commitments (Note 1)	Total Expenses & Commitments	Delivery Rate	Remarks
Institutional, operational and technical capacity of IEC is developed to ensure well organized, future Afghan-led electoral processes	8,457,877	632,706		632,706		
General Management Service (GMS) Fee (7%)	636,614	44,289	-	44,289		
Sub-total Output 1	9,094,491	676,995	-	676,995	7%	
The quality of voter registry is improved to support future electoral processes	2,302,124	-				
General Management Service (GMS) Fee (7%)	173,278	-				
Sub-total Output 2	2,475,402	0	0	0	0%	
Capacity of the IEC to encourage democratic participation is strengthened	395,335	0				
General Management Service (GMS) Fee (7%)	29,756	-				
Sub-total Output 3	425,091	-	-	-	0%	
Project Management Costs	4,584,984	586,031	78,556	664,587		
General Management Service (GMS) Fee (7%)	345,106	41,065		41,065		
Sub-total Output 4	4,930,090	627,096	78,556	705,652	14%	
IEC Election Materials, Assets & Operations	8,782,866	(1,157,344)	2,231,920	1,074,576		
General Management Service (GMS) Fee (7%)	661,076	75,220		75,220		
Sub-total Output 5	9,443,942	-1,082,124	2,231,920	1,149,796	12%	

Support IEC on capacity building and electoral reforms	5,554,663					
General Management Service (GMS) Fee (7%	418,093	-				
Sub-total Output 6	5,972,756	-			0%	
Grand Total	32,341,772	221,967	2,310,476	2,532,443	8%	

Note 1: The commitment figure includes 2011 outstanding obligations of US\$ 2,232,530 reversed in January 2012 (reduced 1st qtr expenditure) to comply with IPSAS requirement. Payment to the vendors against this commitment will be processed during second quarter of 2012.

C. ANNEX 3: EXPENDITURES BY DONOR

Donor	Project Output	2012 Budget (AWP)	Expenses (Jan - March 2012)	Commitments (Note 1)	Total Expenses & Commitments	Delivery Rates
CIDA	Output 4 - Project management cost	621,837	28,752	45,310	74,062	
	Output 5 - IEC Election Materials, Assets & Operations	4,681,513	605,414		605,414	
	General Management Service (GMS) Fee (7%	399,177	44,434		44,434.00	
Sub-Total CIDA		5,702,527	678,600	45,310	723,910	13%
Korea	Output 5 - IEC Election Materials, Assets & Operations	616,294	120,260		120,260	
	General Management Service (GMS) Fee (7%	46,388	8,418.20		8,418.20	
Sub-Total Korea		662,682	128,678	-	128,678	19%
Italy	Output 2 - Support the IEC in the improvement of the voter registry database and system	534,666	-	-	-	
	Output 3 - Support the IEC in developing its capacity to plan and implement its voter education campaigns	395,335			-	
	Output 5 - IEC Election Materials, Assets & Operations		(826,581)	826,581	0	
	General Management Service (GMS) Fee (7%	70,000	-			
Sub-Total Italy		1,000,001	(826,581)	826,581	0	0%
USAID	Output 6 - Support IEC on capacity building and electoral reforms	5,554,663			0	

	Output 1 - Institutional, operational and technical capacity of IEC is developed to ensure well organized, future Afghan-led electoral processes		632,706		632,706	
	Output 5 -Support IEC to conduct voter registration top up as required and capacity building through the provision of technical and operational assistance.	718,089	168,540		168,540	
	Output 4 - Project management cost		473,106	33,246	506,352	
	General Management Service (GMS) Fee (7%)	472,143	89,205		89,205	
Sub-Total USAID		6,744,895	1,363,557	33,246	1,396,803	21%
Turkey	Output 5 - IEC Election Materials, Assets & Operations	1,862,463	186,732		186,732	
	General Management Service (GMS) Fee (7%)	140,185	13,071		13,071.24	
Sub-Total Turkey		2,002,648	199,803	-	199,803	10%
Japan	Output 5 - IEC Election Materials, Assets & Operations	-	(704,872)	698,501	(6,371)	
	Output 4 - Project management cost		83,413		83,413	
	General Management Service (GMS) Fee (7%)		5,393		5,393	
Sub-Total Japan		-	(616,066)	698,501	82,435	
SIDA	Output 5 - IEC Election Materials, Assets & Operations	-	(373,495)	373,495	-	
	Output 4 - Project management cost		760		760	
	General Management Service (GMS) Fee (7%)		53	-	53	
Sub-Total SIDA		-	(372,682)	373,495	813	-
European Union	Output 5 - IEC Election Materials, Assets & Operations	972,588	(3,289)	3,289	-	Note No 2
Sub-Total EU 00280		972,588	(3,289)	3,289	-	-

European Union	Output 1 - Institutional, operational and technical capacity of IEC is developed to ensure well organized, future Afghan-led electoral processes	3,703,131	-			
	Output 2 - Support the IEC in the improvement of the voter registry database and system	1,194,120	-			
	Output 4 - Project management cost	2,922,565	-			
	General Management Service (GMS) Fee (7%)	588,588	-			
Sub-Total EU - 10159		8,408,404	-			
Denmark	Output 1 - Institutional, operational and technical capacity of IEC is developed to ensure well organized, future Afghan-led electoral processes	1,479,019	-			
	Output 2 - Support the IEC in the improvement of the voter registry database and system	66,672	-			
	General Management Service (GMS) Fee (7%)	116,342				
Sub-Total EU - 10159		1,662,033	-			
AusAID	Output 1 - Institutional, operational and technical capacity of IEC is developed to ensure well organized, future Afghan-led electoral processes	3,275,728	-			
	Output 2 - Support the IEC in the improvement of the voter registry database and system	506,665	-			
	Output 4 - Project management cost	1,040,582	-			
	General Management Service (GMS) Fee (7%)	363,020				
Sub-Total Australia		5,185,994	-			
DFID	Output 2 - Support the IEC in the improvement of the voter registry database and system		(330,053)	330,053	0	
Sub-Total DFID			(330,053)	330,053	0	
Grand Total		32,341,772	221,967	2,310,476	2,532,443	8%

Note:

- I. The commitment figure includes 2011 outstanding obligations of US\$ 2,232,530 reversed in January 2012 (reduced 1st qtr expenditure) to comply with IPSAS requirement. Payment to the vendors against this commitment will be processed during second quarter of 2012.
- II. The US dollar 972K of 2009 EU contribution partially returned in April, and the remainder will be return in bv of June 2012 then the budaet will be revised accordinalv

D. ANNEX 4: ACTIVITY

Activity	Description of Result	Progress
1.1 Support the IEC in strengthening its institutional capacity	Annual Work plan, Departmental Plans of Logistics, Procurement, Assets and Finance, and Training Plan all in place	On track – recruitment of CD advisor behind schedule
1.2 Review and refining electoral regulations and policies	Advice to the IEC to draft proposal for amendment to the electoral law + stakeholder consultations	On track
1.3 Review and improvement of electoral procedures and guidelines	No activities planned in Q1	Behind schedule -waiting for recruitment of Procedures expert
1.4 Support the development and implementation of strategies to promote gender mainstreaming in electoral administration	IEC: Gender needs assessment and Gender Sensitivity training conducted	Behind schedule – awaiting recruitment of Gender advisor
1.5 Strengthen Field Operations, Communication and Coordination	Annual Work plan, Departmental Plans of Logistics, Procurement, Assets and Finance, and Training Plan all in place	On track
1.6 Construction of permanent infrastructure facilities to accommodate IEC provincial offices and warehouses	16 out of 34 land parcels have been secured for construction of provincial premises. Procurement process established for selection of construction companies and monitoring engineers. Security upgrades in ten provincial offices has commenced.	On track
1.7 Develop the capacity of the IEC to systematically manage information and build institutional memory	No activities in Q1	N/A

1.8 Strengthen IEC administrative, procurement and financial systems	Procurement and Finance Departmental Work Plans established	On track
1.9 Support the IEC in logistical planning and maintenance of fixed assets, equipment, supplies and services for recurrent IEC functions	Logistics and Assets Management Departmental Work Plans	On track
1.10 Support operational costs of the IEC and provide salaries and other emoluments to the IEC to retain essential staff	On track	On track
2.1 Assess the relevance and potential use of the current voter registry database for future elections	No activities planned in Q1	N/A
2.2 Support and advise the IEC in their evaluation of the sustainability of various systems for the improvement of the VR	No activities planned in Q1	N/A
2.3 Support the IEC in the improvement of the VR database and system	No activities planned in Q1	N/A
2.4 Support district boundary delimitation processes, as needed	No activities planned in Q1	N/A
3.1 Support the IEC in promoting public discussion on electoral governance and broader democratic participation	No activities planned in Q1	N/A
3.2 Support the IEC in developing its capacity to plan and implement voter education campaigns	No activities planned in Q1	N/A
3.3 Support the IEC in its relationship with external stakeholders	No activities planned in Q1	NA

E. ANNEX 5: RISK LOG

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted by	Status
1	1. Security UNDP				UNDP			
	The security situation becomes so grave that it seriously affects the UNDP advisory role of the IEC	<i>Start of Project</i>		Major - Likely	Considering the establishment of "shadow offices" at the adjacent UNOCA compound, from where ELECT staff can still operate and liaise with their counterparts of the IEC emergencies.			Working of operational office space for ELECT in UNOCA; recruitment of Security Advisor.
2	2. Security IEC				IEC			
	The security situation becomes so grave that it hampers nationwide operations by the IEC	<i>Start of Project</i>		Major - Likely	It is important that the IEC liaises with the ANSF and jointly develop a security plan with regards to electoral operations			Not yet started
3	3. Senior Leadership IEC				ELECT			

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted by	Status
	The existing senior leadership of the IEC is replaced	<i>Start of Project</i>		Low to Moderate	Work in collaboration with new Commissioners; enforced coordination and coordination with all management staff and key stakeholders, in order to have buy-in from a wide range of key players.			ELECT works closely with all IEC department heads and aims to establish relations with all Commissioners
4	4. Staff turnover				IEC			
	Turnover in personnel results in loss of skills acquired through IEC staff training and institutional memory.	<i>Start of Project</i>		Moderate to Major - Likely	Maintain appropriate wage- and non-wage incentives to motivate and retain IEC staff			Retention of key IEC staff members and management is still ok
5	5. International Advisors				UNDP			
	UNDP is having difficulties to recruit and unable to retain key international advisors to the IEC	<i>Start of Project</i>		Major - Likely	Continue active recruitment process and make use of networking and EAD rosters and vacancy announcements.			Recruitment of essential electoral advisors and specialists as outlined in the AWP has already been delayed for several months.

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted by	Status
6	6. Transition from DIM to NIM				UNDP			
	ELECT II is under consideration to move from DIM to NIM as part of the strategic direction of Afghanistan.			Moderate to Major - Very Likely	UNDP to establish clear guidelines for all projects and national partners, including MoF and government agencies that receive support			As of the end of Q1, all budget and finance modalities of ELECT were processed under DIM.

F. ANNEX 6: ISSUE LOG

ID	Type	Date Identified	Description	Status/Priority	Status Change Date	Author
1	HR	March 2012	Delay in recruitment of essential electoral advisors and specialists in order to fully implement the project. Response by UNDP is to hire on a temporary basis advisors through a specialised external recruitment firm.	As of April 2012, delay of 2 months – critical		
2.	VR	March 2012	<ul style="list-style-type: none"> Issue: VR System adopted does not manage expectations <p>Work currently underway is attempting to build a roadmap addressing the next steps for VR in the short and long term. Whatever system is eventually implemented, it will differ from previous standards and will require a large degree of public information and stakeholder buy-in. Managing expectations will be crucial to the success of this operation. As mentioned above, the security environment will not support a comprehensive and consistent registration process easily and different approaches will probably have to be found. A VR feasibility study in the second quarter of 2012 will look deeper in the different approaches.</p>	Medium to high		
3.	VR	March 2012	<ul style="list-style-type: none"> Issue: Incomplete Population and Geodesy Data <p>While more data has become available in terms of unofficial household surveys, a country wide census still has not been completed. The IEC has just completed fieldwork on a Polling</p>	Medium to high		

			Centre Verification process. The next step is to develop the cartography linked to constituency limits, and then relate voters and polling centres to that cartography. The operational timelines for completing this are extremely short. Unless this work is completed a voter registration exercise cannot begin.			
4.	Democratic Participation	March 2012	<ul style="list-style-type: none"> Issue: Coordination of Voter Education Campaign in line with Electoral Planning <p>The Operational Plan for the Public Outreach Department was first developed as a Project Management Plan for Voter Registration. However, if Voter Registration planning is still ongoing in 2012, the content and messaging of the field and media campaigns will have to be adjusted to other outreach messaging options such as a broader civic education initiative.</p>	Medium		

G. ANNEX 7: IEC Training and Workshops Q1 2012

IEC 2012 Capacity Building Training and Workshops (Q1)						
No	Workshops and Training Programs	Date	Organizer	# Participants		Total
				Male	Female	
1	International Workshop: 'IT and Elections Management' (Kenya) – IEC deputy CEO	5-9 March	EU and UNDP	1	0	1
2	Management and Leadership (H/D of HQ)	10 - 14 March	AIBM	17	1	18
3	Management and Leadership (PEO)	6 - 10 March	CSC(Civil Service Commission)	35	0	35
4	HR Policy	20 Feb	IEC / HR Department	21	8	29
5	Gender: Needs Assessment for HQ Female Staff	7 - 8 Feb	IEC / Training & Capacity Building Department	0	18	18
6	Gender Awareness training	10-14 Match	IEC / Training & Capacity Building Department	22	5	27
7	Warehouse Management	11 - 13 Feb	ELECT / IEC / Logistic Department	9	2	11

8	Using office equipment	27 March	IEC / IT Department	9	8	17
9	BRIDGE (Introduction to Electoral Administration)	31 March - 04 April	IEC / Training & Capacity Building Department	31	3	34
	Total			145	45	190