

ENHANCING LEGAL & ELECTORAL CAPACITY FOR TOMORROW II

THIRD 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



Germany



Italy*



Japan**



Republic of Korea*



Sweden



Turkey*



United States of America*

* Continued support from ELECT I budget

** Japan signed an agreement with UNDP to support the IEC from Q3 2012 till Q2 2014, contributing to ELECT II capacity development objectives outside the basket fund.

Additional note: Prospective donors with pledged support: the Netherlands, Norway, the United Kingdom.

ACRONYMS

AusAid	Australian Agency for International Development
AWP	Annual Work Plan
BRIDGE	Building Recourses in Democracy, Governance and Elections
CIDA	Canadian International Development Agency
CD	Capacity Development
CEO	Chief Electoral Officer
CSC	Civil Service Commission
CSO	Community Service Organisation
DIM	Direct Implementation Modality
DFID	UK Department for International Development
DSRSG	Deputy Special Representative of the Secretary General
ECC	Electoral Complaints Commission
ELECT / II	Enhancing Legal and Electoral Capacity for Tomorrow / II
GIS	Geographic Information System
IEC	Independent Electoral Commission
MoCIT	Ministry of Communications and IT
Mol	Ministry of Interior
MoJ	Ministry of Justice
M&E	Monitoring and Evaluation
NAM	Needs Assessment Mission
NID	National ID
NIM	National Implementation Modality
NGO	Non-Governmental Organisation
POD	Public Outreach Department
PPSU	Policy and Program Support Unit
QA	Quality Assurance
SIDA	Swedish International Development Agency
SRSG	Special Representative of the Secretary-General
T&CB	Training and Capacity Building
UN	United Nations
UNAMA	United Nations Assistance Mission in Afghanistan
UNDP	United Nations Development Program
USAID	United States Agency for International Development
VR	Voter Registration

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I. EXECUTIVE SUMMARY

During the third quarter (July-September), the issues of **electoral reform** and **voter registration (VR)** were dominant themes, influenced by two key governmental decisions.

- **The Presidential Decree #45 on the Fight Against Corruption (27 July)** explicitly requested a) the IEC to prepare a comprehensive schedule for presidential, parliamentary and provincial council elections, and registration of names for the presidential election; b) the Ministry of Justice to submit the draft revision of the electoral law by the end of September; and c) the Ministry of Finance to prepare the electoral budget.
- **Council of Ministers Decision (17 September):** The Council of Ministers did not support IEC's plan for a new nationwide voter registration exercise, and tasked it to: evaluate previously distributed VR cards; address fraudulent cards; and prepare a new voter list. The Council of Ministers' decision opted for implementation of the Electronic National ID Card (e-Tazkira), although without specific reference to electoral timelines.

Electoral Reform: After providing assistance to the IEC in producing an amended draft Electoral Law, which was forwarded to the Ministry of Justice (MoJ) on 11 June, in September ELECT II and the UNDP Justice and Human Rights project jointly deployed an international legal expert to the MoJ to provide technical advice. The MoJ made further amendments to the Electoral Law, however the current version still contains distinct shortcomings in terms of Afghanistan's international commitments and international best practice. While ELECT II had hoped that the expert recommendations would have received more thorough consideration, the process had some value in further sensitizing MoJ counterparts to relevant international agreements for democratic elections.

Voter Registration: Based on the findings of a UNDP-sponsored VR feasibility study conducted in June, the IEC articulated a plan including: a comprehensive nationwide VR exercise in 2013; an election day registration option for voters that could not be registered in the pre-election phase; and establishment of a mechanism to regularly update VR data in the future, shifting Afghanistan from a "periodic" to a "continuous" VR approach.

In addition to consulting the views of the IEC on the issue of voter registration, the feasibility study met a broad range of domestic and international interlocutors, including ELECT II donor partners. The IEC shared its initial VR views in light of the feasibility study at a donor Technical Working Group meeting on 23 June. Furthermore, the IEC presented the ensuing recommendations at the 31 July Project Board meeting, and later that day to the President, as well as its decision to conduct a new nationwide VR exercise.

In early August, the IEC established two VR planning working groups and commenced the design of a comprehensive operational VR plan. ELECT II participated in the working groups in an advisory role. This planning responded to the Presidential Decree of 27 July calling upon IEC to prepare a transparent election platform and develop a comprehensive elections schedule within three months. The IEC and ELECT II provided several briefings to national and international stakeholders on the IEC's VR planning, and responded to a set of technical questions posed by donors with a comprehensive response on 6 September.

However, the Council of Ministers decided on 17 September not to accept the IEC's plan for a new nationwide voter registration. Its decisions tasked the IEC to make use of the old registration data, while also registering new voters. Therefore, the IEC cancelled its VR planning initiated in August, and began reviewing options to adjust to the cabinet decision. It implied that the IEC should explore synergies between VR and the electronic national ID card (e-Tazkira), a view underscored by different members of the international community.

The IEC has continuously expressed its interest to extract the voter register from the civil register, once e-Tazkira is fully implemented. However, the IEC has concerns that e-Tazkira will not produce comprehensive data useful for the voter registry in 2014-15. These concerns are underscored by the IEC's unique constitutional election mandate, and its legal obligation to safeguard the right to vote through an accurate voter register. Therefore, while supporting the Ministry of Interior (MoI) and the Ministry of Communications and IT (MoCIT) on e-Tazkira efforts, the IEC is also preparing to undertake complimentary VR approaches. After the Council of Ministers decision of 17 September, the IEC and ELECT II have continued to discuss the way forward on this key issue with donors and stakeholders.



Figure 1, 2, and 3: IEC Working Group session on Voter Registration. (Photo Credit: UNDP)

Detailed project progress in the third quarter includes:

Output 1: Institutional Capacity Development of the IEC

- Development of a 2012 Capacity Assessment plan for the IEC;
- Support to the implementation of the IEC Trainings and Capacity Building Plan: eight trainings and workshops were undertaken by the IEC, of which three were co-facilitated by ELECT II or received direct preparatory input from ELECT II advisors;
- Jointly with the UNDP Justice for Human Rights project, support to the Ministry of Justice to draft and submit a revised Electoral Law to the Council of Ministers;
- Construction of a Training Centre at the IEC headquarters commenced
- Construction planning of IEC provincial offices and warehouses;
- Security upgrades of IEC provincial offices including external quality inspection;
- Establishment of an IEC security working group for IEC compound security;
- ELECT II service as a funding and oversight mechanism for a range of IEC operational costs and activities;
- In cooperation with IOM the development of software for IEC assets tracking commenced.

Output 2: Improved Voter Registration

Voter Registration planning

- Final report of the VR feasibility team with recommendations to the IEC
- Establishment of joint IEC-ELECT II VR Working Groups on procedures and planning, respectively
- Support to the IEC on stakeholders and donor consultation with regard to VR planning
- Support to the IEC in preparing a VR approach, presented to the Government of Afghanistan
- Consultations with the Ministry of Interior (MoI) to discuss potential synergies between the e-Tazkira of the National ID card and the VR

Boundary delimitation

- GIS training and workshop for IEC field operations staff with regards to procedures for verification polling centre coordinates
- Deployment of a boundary delimitation expert from 22 to 30 September to provide input on the IEC's strategy to assign villages to polling centres and to offer recommendations on how to liaise with government agencies on the way forward
- Commencement of the GIS verification of Polling Centre locations

Output 3: Broadening Democratic Participation

- Support to the IEC to develop a Communications Plan
- Support to the IEC to formulate a Public Outreach Plan and commence implementation
- Support to the IEC to further develop its External Relations strategy for structured dialogue with stakeholders

ELECT II will look forward to continuing its close collaboration with donor partners, in particular with regards to the announcement of the electoral calendar by the IEC, the development of the Concept of Operations planning, as well as in consideration of further UN support to the electoral process beyond 2013.

II. INTRODUCTION

The UNDP project Enhancing Legal and Electoral Capacity for Tomorrow - Phase II (ELECT II) is the main UN vehicle in support of the electoral process in Afghanistan. ELECT II is a two-year project (2012-2013) comprising long-term assistance to the Independent Election Commission (IEC) of Afghanistan, focusing on institutional strengthening and capacity consolidation. The overarching objective of ELECT II is to support the IEC to plan and conduct credible future elections with minimal external support. ELECT II builds upon the initial ELECT project (2006-2011) and focuses on three outputs: I) institutional strengthening and capacity consolidation of the IEC; II) improvement of voter registration; and III) broadening democratic participation.

ELECT II serves in an advisory capacity to the IEC, and in line with the principle of "Afghanisation", it is not expected to take the lead in electoral administration decision-making. Rather, its role is to offer specialised and targeted support to the IEC. The ultimate objective is to enhance IEC capacity to plan and conduct future elections in a credible manner, and with minimal external support. All ELECT II activities for each of the three pillars of the project are guided by this approach. In quarter three, the ELECT II team expanded significantly and the project is now operating at almost full human resource capacity. At the end of quarter three, ELECT II had 20 international advisors and 33 national staff members.

ELECT II continues to enhance the IEC's institutional, technical and personnel capacity by providing daily advice on multiple levels. During the third quarter, the Civil Service Commission (CSC) commenced a review of the IEC's organizational structure. As a result, some far-reaching suggested reforms could have profound consequences, including potential loss of IEC capacity development and progress achieved through ELECT II. Although ELECT II has not been requested to engage in the organisational structuring of the IEC, ELECT II is closely following the developments and will adjust the capacity development efforts to any potential CSC recommendation.

Additionally, during quarter three, the IEC Chief Electoral Officer (CEO), Mr. Abdullah Ahmadzai, resigned from his post effective on 4 August. The IEC Deputy CEO, Mr. Zekria Barakzai, was shortly thereafter designated as acting CEO. ELECT II senior management benefitted from its established coordination with the IEC leadership and management, including the acting CEO, and therefore achieved continuity of project coordination efforts.

Effective communication, with donor partners, within the UN family and with the IEC, remains a fundamental priority for ELECT II. Regular contact has been maintained with donor partners on a range of issues – including a Project Board meeting (31 July) and several ad hoc of UNAMA chaired meetings with Ambassadors and other donor representatives.

ELECT II focuses on project delivery in the context of the electoral cycle approach. This emphasises an election as a process rather than a single election-day event. ELECT II was conceived to maximize the inter-election period, and will soon reach its mid-way point. With the elections rapidly approaching, consideration could be given to readjust the scope of the project in order to anticipate possible direct electoral support during the operational phase of the election. Therefore, it is expected that a UN Needs Assessment

Mission (NAM) will take place in the upcoming months as well as a UNDP mid-term evaluation.

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

Enhancing the institutional, operational and technical capacity of the IEC is a major component of the ELECT II project. A main activity initiated during the third quarter of 2012 has been the development and introduction of an institutional and personnel Capacity Assessment, which is expected to be finalized by the end of 2012. In addition, ELECT II continued to support the implementation of the IEC's training and capacity building plan, including an M&E and Action Planning training for IEC senior management and department heads, and enhanced its support to the IEC planning, procedures and policies departments and units. With regard to technical capacity development, ELECT II assisted both the IEC and the MoJ with the Electoral Law amendment process. ELECT II is also engaged in the improvement of physical infrastructure, both at HQ and provincial level. ELECT II provided on-going operational support to IEC IT, Logistics, Procurement and Finance departments.

a) Institutional capacity development

a. Capacity Development Assessment

The IEC 2012-2016 Strategic Plan identifies the development of the IEC as a "centre of excellence" as a key goal, with capacity development as the cornerstone. With the arrival of the ELECT II international Training and Capacity Development advisor in Q3, ELECT II increased its institutional CD support to the IEC.

In its pursuit to be the "centre of excellence" in electoral management and administration, the IEC prioritizes capacity development in line with the vision, mission and goals of the Strategic Plan 2012-2016. At present, the institution is continuously undertaking capacity development (CD) activities. An initial training capacity needs assessment was undertaken in 2011, and a more comprehensive review and validation is underway. The review and validation of capacities within the IEC comprises a more in-depth analysis and substantiation of the CD needs and priorities. In Q3, specific questionnaires have been prepared to better obtain relevant and essential data of existing capacity.

The review and validation activity of the IEC's capacity looks into the challenges and opportunities that coincide with the following dimensions:

1. Enabling Environment, Organizational Level and Individual Level
2. Institutional Arrangements (procedures, guidelines, SOPs)
3. Functional and Technical Capacities

The assessment is planned to be completed by the end of the year and will serve as a baseline for ELECT II to measure its capacity development assistance to the IEC in a follow-up evaluation next year.

b. Training and Workshops

Training programs and workshops are essential tools to enhance the human resource capacity of IEC staff. At the beginning of the project, ELECT II supported the IEC in establishing a comprehensive training and capacity building plan for 2012 and 2013, to address in an integrated way the training needs of each department over the next two years. The IEC Training and Capacity Building plan was built on an internal training capacity needs assessment of the IEC in 2011 and will be revised after the December 2012 capacity development assessment. This will also permit a better assessment of the effectiveness of the trainings conducted to date, in addition to the output data that is currently available such as the number of trainings and participants. In the third quarter, the IEC organized eight different workshops and trainings. The total number of participants in this quarter was 132, out of which 21 were female participants. To enhance the implementation of the Training and Capacity Building Plan, ELECT II is supporting the IEC with the construction of a training centre at IEC headquarters. This construction has commenced in quarter three and is expected to be completed by the end of the year or early 2013.

Trainings and workshops in which ELECT II advisors effectively made a contribution include:

- Action Planning and M&E (IEC senior and department managers)
- Introduction to Geographic Information Systems and Procedures for checking Polling Centres Coordinates
- IT service management
- BRIDGE: Voter registration
- BRIDGE: Civic Education (Provincial Operations Officers)
- Logistics and Facility management

The Action Planning and M&E workshop from 14 to 16 July aimed to help the different IEC departments to commence operational planning in line with the IEC Strategic Plan that was finalized in quarter two. ELECT II advisors assisted in the preparation and presentation of the three day workshop, as well as participating along with their IEC counterparts.

The ELECT II GIS advisor organised an introductory training for nine IEC Field Operations desk officers, on GIS and procedures for checking polling centre coordinates. The objective of the training was to make IEC Field Operations officers familiar with the use of GIS for the purpose of verifying the locations of the 7000 polling centres in Afghanistan. New desktop computers capable of operating the GIS software have been obtained and installed for each member of the team. The verification of Polling Centre coordinates will commence in October. It is expected that all polling centre coordinates will be verified by the end of 2012.



Figure 4 and 5: GIS training moderated by the ELECT and IEC GIS specialists. (Photo Credit: UNDP)

The ELECT II IT advisors prepared and facilitated an internal workshop/training on IT Service Management (ITSM) based on ITIL v 3.0 and applicable ISO standards. Senior IEC IT headquarters staff members were trained to strategize on IT service delivery, and to enhance the capacity of the IT staff in order to improve ICT services available in IEC HQ and provincial offices. The capacity of the IEC to process data in an effective manner, both in HQ as well as at provincial level, serves as a precondition to ensure the technical conduct of upcoming voter registration and elections operation planning. Key results of the training/workshop were the identification of areas for IT improvements, and the task given to its unit heads to prepare service catalogue, status of services and ICT assets. A follow-up workshop will be held in mid-November to evaluate findings and implement appropriate and applicable changes/solutions. By the end of the year, plans will be made to streamline all ICT services based on ICT best practices.



Figure 6 and 7: IT training delivered by the IT staff of ELECT II. (Photo Credit: UNDP)

The BRIDGE training (Building Recourses in Democracy, Governance and Elections) is an on-going programme that the IEC has been running during the course of the year, and aims to train all IEC staff on electoral planning and procedures. These trainings are facilitated by certified IEC / BRIDGE trainers. ELECT II contributes to this training by providing translated versions in Dari and Pashto of the more than 1000 pages of official BRIDGE international manuals in English.



Figure 8 and 9: Bridge training delivered by the IEC staff. (Photo Credit: UNDP)

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

c. Policies, Procedures and Strategic Planning

With the recruitment in quarter three of an international Procedures and Strategic Planning Advisor, ELECT II has enhanced its electoral planning and procedures support to the IEC. The ELECT II advisor has assisted the IEC with the preparation and presentation of the Action Planning and M&E workshop in July (see above) and supported the IEC Policy and Program Unit (PPSU) with the development and review of templates for the departments to outline their action plans in line with the IEC Strategic Plan. She will assist the PPSU with further follow-up with the departments to finalize their concrete departmental action plans and to set up effective procedures for monitoring and evaluation.

d. IEC organisational restructuring

Although ELECT II has not been specifically requested by the IEC to provide support on the this matter, the organizational review of the IEC by the Civil Service Commission (CSC) was undertaken during quarter three. Upon implementation of some far-reaching recommendations, the IEC's professional capacity could be affected in the run-up to the 2014-2015 elections. The proposed changes pose a potential risk of loss of IEC capacity developed to date with assistance of ELECT II. A following chapter on risks elaborates more on the IEC organisational restructuring and possible implications for IEC.

b) Technical capacity Development Assistance

a. Legal reform of the electoral framework



Figure 10: MoJ workshop held on the Draft Electoral Law. (Photo Credit: UNDP)

After submission of a draft revision of the **Electoral Law** to the Ministry of Justice (MoJ) in June by the IEC, ELECT II also provided assistance to the MoJ. ELECT II, in coordination with the UNDP Justice and Human Rights Project, deployed an international legal expert to the MoJ. The legal expert offered advice and support to the MoJ, Directorate of the Institute of Legislative Affairs (Taqnin) in the context of Afghanistan's constitutional and international commitments. He also assisted the MoJ in planning a two-day workshop with Afghan stakeholders on the electoral law (18 and 22 September), extended

for an extra day for several nominated participants to hold additional discussions and provide feedback.

Participants discussed the entire Electoral Law in working groups and made suggestions to the MoJ. On 23-24 September, MoJ worked to integrate stakeholder feedback into a finalized draft electoral law. In accordance with the Presidential Decree #45 of 27 July 2012, the MoJ submitted the draft Electoral Law to the Council of Ministers for discussion and review on 24 September. The draft will then be submitted for further legislative process to the Wolesi Jirga (Lower House of the Parliament).

On 27 September, the international legal expert facilitated a meeting for diplomatic representatives hosted by the DSRSG, and presented the elements and issues of the submitted draft Electoral Law. There are still concerns that the MoJ draft has distinct

shortcomings with regard to Afghanistan's international commitments and best practice, such as:

- transfer of authority to postpone elections from IEC to a joint committee, whereby IEC will share this authority with government security agencies;
- candidate eligibility includes unreasonable restrictions on the right to stand for office, including administrative experience, physical/mental health and education/language criteria;
- the former IEC draft included adjustments to the present Electoral System to encourage development of political parties, but MoJ has removed all provisions related to political party seat allocation;
- the draft does not recognise specific categories of observers (international, domestic, media, party/candidate representative) and does not safeguard observer access to the entire electoral process rather than just election day;
- requirement for ballot papers containing serial numbers which would jeopardize secrecy of vote.

The IEC and ELECT II have expressed their willingness to provide further expertise and support to the MoJ and Members of Parliament if requested in the following months.

On 24 September, the Wolesi Jirga approved the revised **Law on the Structure, Duties and Authorities of the IEC and the Electoral Complaints Commission (ECC)** that covers the institutional mandate of the respective electoral bodies. The draft of this law has been composed without significant input from the IEC and ELECT II. Compared with the present law, the draft has a more inclusive nomination process for IEC and ECC commissioners, although the final appointment of commissioners still rests with the President. Furthermore the draft envisages nine IEC commissioners as opposed to the current seven, and seven ECC commissioners as opposed to five during the previous elections.),In another positive step, the ECC would become a permanent body. These developments could foster more independence of the IEC and the ECC. The Chairpersons of the respective commission will be elected by the membership. The draft is yet to be approved by the upper house of parliament.

b. Construction of facilities

In Q3, ELECT II has recruited one international and one national Design & QA Engineer. The IEC also has recruited six more national engineers. Security upgrades of premises in ten provinces have been inspected by quality assurance (QA) teams of the IEC and/or ELECT II. In at least four places, significant adjustments had to be made. The security upgrade is finalized in Farah and certified by the IEC. Satisfactory progress has been made in Lagman, Sar i Pul, Jawzjan, Wardak, Nangarhar and Bamyan, which are expected to be completed in quarter four. Issues with contractors with regards to quality delivery disputes (Uruzgan and Samangan) as well as with the local municipality (Daikundi) currently block progress in these localities. The IEC and ELECT II are closely following up on these issues.

ELECT II supports the construction of permanent IEC offices and warehouses in the provinces, of which eight locations serve as regional centres. The initial plan was to commence construction in at least 10 locations in 2012. However, the ELECT II international Design Engineer and Quality Oversight Specialist, who arrived in July, advised the IEC to revise the planning process in light of the lessons learnt from the security upgrades in the ten provincial premises. During quarter three, increased quality assurance and accountability measures have been reconsidered for every step in the

process. The thorough process of due diligence and quality assurance has led to a rescheduling of the timeline. Therefore, actual construction will not start before 2013. It is intended that at least 18 offices and warehouses will be built and operational before electoral operations in 2014. In quarter four the IEC, with support of ELECT II, is expected to finalize the site survey and soil tests, redesign and refine the construction plans, and launch an invitation to bid.



Figure 11: ELECT II field visit to the future IEC office in the Sari Pul Province. (Photo Credit: UNDP)

In addition, with support of ELECT II, the IEC has commenced the construction of a Training Centre at its HQ premises. The building is expected to be finished by early 2013. ELECT II also assisted the IEC with the construction plans for a helicopter pad to be built in 2013, which is necessary for transfer of electoral materials.



Figure 12, 13, and 14: Construction and building foundation work of the IEC Education Center in its Kabul Compound. (Photo Credit: UNDP)

c. Security

Capacity support to IEC Security

In quarter three, ELECT II has recruited an international security advisor to address security-related issues at the IEC premises. This advisor supports the IEC to further develop IEC static security procedures for its premises and develop a comprehensive security plan. A security audit of the IEC compound has been completed which will be the basis for future security upgrade activities addressing different threat scenarios.

ELECT II Security

In addition, in quarter three, ELECT II has recruited an international staff member to address security issues of ELECT II staff members, including inside the IEC premises.

Electoral Security

It is important to note that the IEC is not the main institution responsible to guarantee the security during electoral operations, which is the primary responsibility of the Afghan security forces. The IEC will however participate in meetings with the different national and international security stakeholders, including the President's National Security Advisor, to discuss security-related needs.

c) Operational capacity development

In order for the IEC to become a sustainable institution with country-wide structures, proper internal operational systems are required. In quarter three, ELECT II continued with the strengthening of the IEC logistics, procurement, assets management, IT and finance departments.

a. IT

As mentioned in the Training and Workshop section above, ELECT II has conducted specific ICT trainings to enhance the capacity of the IEC's IT staff at HQ and in the provinces.

b. Logistics

ELECT II worked closely together with the IEC on a detailed logistical plan to dispose non-sensitive electoral materials in the provincial offices. This includes analysing the existing stock of ballot boxes, voting screens, etc...; verifying the current warehouse space availability in all provinces; developing a sound movement and assets tracking plan; and contracting transport and assets disposal companies. IEC plans to return blue boxes and broken generators to Kabul HQ, and plans to dispose old electoral materials and old ballot paper in provinces.

c. Assets Management

To further improve its logistical and administrative efficiency, transparency and accountability, the IEC plans to implement an integrated software system that captures detailed HR and payroll data, accurately tracks all assets, and links this information to the IEC's financial accounting system.

Given the successful implementation of the assets tracking software of sensitive election materials designed by the International Organisation for Migration (IOM) during the last elections, the IEC and ELECT II have decided to contract IOM to update the software to include fixed assets and warehouse management tracking system. In quarter three, ELECT II finalized the agreement with IOM, and the designing of the tracking system is on-going. The tracking system has three milestones and currently milestone one has been completed, while milestone two is in progress. The software system is expected to be functional by the end of 2012.



Figure 15: IOM staff working on upcoming training on the newly developed assets management system. (Photo Credit: UNDP)

In line with the assets tracking system, and as a consequence of the embedded pairing of IEC staff and ELECT II advisors, the ELECT II Assets Team is assisting the IEC with on-going weekly trainings to build the capacity of the staff who will be the using the system once it is completed. These trainings cover the assets tracking system flow chart and its

relationship to their daily work flow within the relevant components of assets management.

In addition, UNDP/ELECT assets management is currently working with IEC to develop SOP's for different activities within the department:

- Disposal, loss and damaged assets
- Waybill management
- Physical verification procedures

These SOP's will help IEC assets management in their daily work, increase accountability, and improve upon internal control systems.

d. Procurement and Finance

ELECT II provided continuous support and advice to the IEC Procurement and Finance department in terms of preparation of solicitation documents, evaluation criteria elements, evaluation and contract preparation, budgeting and accounting. ELECT II advisors are also assisting the IEC with accounting and procurement procedures according to the UNDP National Implementation Modality (NIM).

From the start of the project until the end quarter three, ELECT II has provided capacity development support to the IEC procurement unit for the following major procurement items:

S/N	Description of Goods/Services	Estimated Value (USD)
1	Civil Work: Security upgrade of 10 IEC provincial offices (ELECT PMU Procurement provided support and advise on development of solicitation document, was embedded and assisted IEC to finalize the technical /financial report & offered advise on how to develop civil work contract)	1.4 Million
2	Construction of Training Center at IEC HQ (ELECT PMU Procurement provided support and advise on development of solicitation document, was embedded and assisted IEC to finalize the technical /financial report & offered advise on how to develop civil work contract)	+ USD 300,000.00
3	Construction of Shelter for Fuel pump station (ELECT PMU Procurement provided support and advise on development of solicitation document, was embedded and assisted IEC to finalize the technical /financial report	+\$ 50,000.00

	& offered advise on how to develop civil work contract)	
4	Procurement of Fuel (diesel and petrol) for HQ and Provinces (including participation in evaluation processes – it is worthy to note that ELECT procurement was requested	\$ 2 Million (One Year LTA)
5	Procurement of Transportation Services for retrieval of electoral materials from Provincial Warehouses to HQ: it is worthy to note that ELECT procurement was requested by IEC management for advice on this processes when a deadlock was reached. The advice provided was well received.	+ \$ 240,000.00
6	Procurement of Public Outreach Services (3 requests, ITB for radio and TV PSAs, RFP for Stakeholder Survey and RFP for POD Training) – Preparation of bidding documents, participated in the evaluation	RFP Survey stakeholder: \$ 200,000.00 ITB Radio/TV PSAs + \$ 500,000.00 RFP Training + \$ 60,000.00

The following table provides a snapshot of ELECT II in relation to its annual targets after Q3.

Table 1: Output 1: Q3 2012 progress

2012 Baseline	2012 Annual Targets	Q3 Planned	Q3 Actual	Planning Q4	Comments
1: No departmental plans and procedures developed.	10 Departmental plans and procedures are developed. Implementation of 10 departmental plans and procedures: 45 % completed at IEC HQ level.	Assistance to the IEC in planning. Recruitment of a) Capacity Development advisor, and b) Security Advisor	Action Planning and M&E workshop for IEC senior and middle management conducted Established a Planning and Procedures Support Unit in the IEC directly under the CEO for Operations Recruited ELECT II Capacity Development Advisor, Planning and Procedures Advisor, Security Advisor (Q3)	ELECT II advisors support the IEC departments with their internal and cross-departmental procedures and planning. Follow-up on the implementation of the Action Planning and M&E after the workshop in Q3.	Advisors that are part of Output II and III also contribute to the Institutional Strengthening of IEC departments. The arrival of a large number of advisors has increased the capacity building support.
2: Starting point based on the result of staff needs assessment completed in 2011.	At least 80% of annual training plans implemented (60 trainings, 1300 participants).	Organisation of training and workshops	In Q3 2012, the IEC has conducted eight different trainings and workshops, including 132 participants. The total number of participants of trainings and workshops by the end of Q3 was 535, of which 74 female. (for more details: see above)	On-going implementation of the IEC's Training and Capacity Development plan	The implementation of the training and capacity building plan is behind schedule. The institutional reorganisation of the IEC has put some question marks. In addition, certain trainings in August and September had to be postponed due to Ramadan and security concerns. The annual target (numbers of trainings and participants) as stipulated in the AWP has to be revised in line

2012 Baseline	2012 Annual Targets	Q3 Planned	Q3 Actual	Planning Q4	Comments
					with the final training and capacity building plan.
3: Provincial offices do not have permanent office space and warehouses	Construction of eight permanent offices and nine warehouses completed in ten provinces.	<p>a. Continued construction work, quality oversight and evaluation of security upgrade works</p> <p>b. Security upgrades are finalized by end of Q3 2012</p> <p>c. Preparation to start construction of offices/warehouses in 10 provinces</p> <p>d. International Design Engineer and Quality Oversight specialist is recruited</p> <p>e. Construction of IEC training centre at HQ started</p>	<p>a. On the ground inspection of the works by IEC and ELECT II QA teams in all 10 provinces where security upgrades take place – work had at least in 4 places significantly to be redone.</p> <p>b. Security upgrades in Farah have been 100% completed, verified by the IEC. QA inspection by IEC/ELECT II has ordered in at least 4 provinces to significantly redo some work. Satisfactory progress now Lagman, Nangarhar, Sar i Pul, Jawzjan, Wardak, and Bamyan – expected to finish in Q4. Issues with contractors, municipality or payments that currently block further progress in Daikundi, Uruzgan, Samangan. IEC/ELECT II try to sort out.</p> <p>c. The ELECT II international design</p>	<p>a. Continued quality oversight and evaluation of remaining security upgrade works</p> <p>b. Finalization of all security upgrades – however, still subject to IEC/ELECT final confirmation / certification</p> <p>c. Soil tests and ItBs for construction of provincial offices and warehouses started</p> <p>d. Construction of training centre IEC 50% completed</p>	<p>The finalization of the provincial security upgrades is slightly behind schedule in certain provinces, given that work had to be redone after QA inspection. The unfinished security upgrades are expected to be completed this year before the winter, however subject to IEC/ELECT II certification.</p> <p>The planning for the construction of offices and warehouses has been reconsidered. The QA issues with the security upgrades provided some good lessons learnt to revise the quality assurance. This lead to a rescheduling of the construction of the offices and warehouses. Soil tests, bidding process, etc will take place in Q3-4 2012. Actual construction will start in 2013. It is aimed that at least 18 offices</p>

2012 Baseline	2012 Annual Targets	Q3 Planned	Q3 Actual	Planning Q4	Comments
			<p>Engineer and Quality Oversight Specialist by arrived in July 2012. The planning process for the construction of offices and warehouses has been reconsidered by increasing QA measures. The IEC with support of ELECT II will finalize the soil tests and the bidding process. Actual work will start in 2013 after the winter.</p> <p>d. construction of training centre at IEC HQ started</p>		<p>and warehouses are built and operational before electoral operations of 2014.</p> <p>Note: the construction of the permanent offices and warehouses in nine provinces will be funded by the Japanese outside the ELECT II basket fund and project.</p>
4: Currently 36 women are employed in the IEC	The number of women working in the IEC increased by 15%.	Recruitment of the ELECT II Gender Advisor	ELECT II has recruited a Gender Advisor, however she will only start in Q4	Arrival ELECT II gender advisor. In total at least 40 women work in the IEC by the end of the year.	The recruitment of an ELECT II Gender advisor has been delayed.

2. RISKS

- **IEC restructuring**

The organizational review of the IEC by the CSC - if implemented before the 2014/15 electoral cycle - is very likely to affect the capacity development efforts of ELECT II, since it implies profound reforms for IEC staff members due to changing reporting lines and salary structure. The proposal presented to the IEC Department Heads on 25 August contains a revised organizational structure of the IEC Secretariat, and changes to the salary and ranking system. Furthermore, the plan is to enhance the role of the IEC Chairman in electoral operations and administration at the expense of the Secretariat; e.g. by having the Audit Office directly reporting the Chairman's Office and opening a direct coordination line between the Chairman's Office and the Provincial Offices. The plan is to promote the Provincial Electoral Officers (PEO) to the level of department head including raising the education requirements. This however implies re-application for a number of current PEO to meet the requested criteria. While ensuring rigorous criteria for IEC employees in the long-term can contribute to institutional strengthening, the sudden introduction of any such plan in the short-term could be very disruptive to electoral planning in the pre-election phase. The proposed changes have already created some staff uncertainty. If not addressed properly, the restructuring could risk certain loss of already built-up capacity over the years. ELECT II will attempt to quickly respond to any staff restructuring decisions upon enactment of recommendations. However, it is advisable that implementation of CSC recommendations not take place before the end of the elections cycle in 2015, in order not to jeopardise the organisation of the 2014 and 2015 elections.

3. ISSUES

- **Delay in construction plans and implementation**

The IEC and ELECT II Action Plans foresee the start of construction of offices and warehouses in ten provinces by the end of the year. The thorough process of due diligence and quality assurance has led to a rescheduling of the timeline. The experiences of the upgrade of the premises of the provincial offices in quarter two and three, and in particular the need for constant and sound quality assurance monitoring, showed that it is important to thoroughly plan and monitor each step, from soil test analysis to redesign of the plans, detailed formulation of the invitation to bids, as well as effective and regular on the ground monitoring of the works. Actual construction of the provincial offices and warehouses will therefore not start before the end of the winter in 2013. Based on the budget and the land made available, the IEC plans to construct offices and warehouses in 2013 in at least 18 provinces, finished and operational before the electoral operations in 2014.

- **Pending customs clearance (29) of 2010 elections**

The IEC and ELECT II moved 2010 electoral materials from Kabul Airport to IEC in 2010 without import customs clearance based on the presidential decree. It is however argued by Afghan authorities that import customs clearance is still required for the cargo even after delivery to IEC. In August 2012, the Ministry of Foreign Affairs reminded UNDP to

complete all 29 pending customs clearances. UNDP country office asked IEC to complete the process in order to avoid any problem during future election periods. The IEC decided to solve the issue on behalf of UNDP since IEC Logistics department is willing to learn how to manage urgent import customs clearance for future elections.

4. LESSONS LEARNED

▪ Close coordination mechanisms between ELECT II and the IEC

ELECT II is a capacity development project aiming to enhance the institutional capacity of the IEC. A key factor in this process is the retention of IEC staff members through a constructive and predictable work environment. A risk to the capacity building of the IEC is the replacement of existing IEC senior leadership and essential staff.

In order to encourage broad communication throughout the IEC, ELECT II works closely with all IEC department heads and aims to establish relations with the Commissioners, and encourages close communication with all management staff and key stakeholders. The sudden resignation of the IEC CEO was unexpected and momentarily disruptive. However, the ensuing appointment of acting CEO Barakzai, and the ongoing intensive cooperation between ELECT II senior management and IEC leadership, as well as all advisors and department heads mirrored in a counterpart structure, demonstrates the liaison between ELECT II and the IEC as an institution is strong and consistent.

▪ Advice to the IEC and MoJ on revision of the Electoral Law

After the IEC had submitted its draft of a revised Electoral Law to the MoJ, ELECT II faced an issue of how to provide further legal support to the draft law, recognizing that the mandate of ELECT II is to support the IEC and not the MoJ. ELECT II therefore joined efforts with another UNDP project, the Justice and Human Rights project. Although ELECT II financed the deployment of an external legal expert to the MoJ, technically the expert reported to the Justice for Human Rights project. The expert was also not involved in advising the IEC during its revision of the Electoral Law. In this way, ELECT II managed to successfully support the continuation of the revision, without conflict of interest.

5. FUTURE PLAN

The pace of ELECT II activities will further accelerate in the fourth quarter of 2012. ELECT II aims to finalize the remaining pending recruitments in order to be fully staffed, including integrating the gender advisor. Key activities of Output 1 in quarter four will include continued tailored capacity development support to IEC departments, the development and finalization of the IEC institutional and individual capacity assessment, the continued implementation of the training and capacity building program, the construction of a training centre for the IEC as well as preparatory activities for the construction of provincial offices and warehouses, and the logistical operation of disposing electoral materials from 2009 and 2010. If requested by the MoJ or Members of Parliament, ELECT II is also open to provide further legal advice. The table below gives a timeline for all these activities.

Table 2: Future activities and timeline Output 1

ACTIVITIES	TIMELINE
Trainings and Workshops	On-going 2012-2013
IEC Capacity Assessment	Q4 2012
Construction IEC Training Centre	Q4 2012
Planning process for provincial office and warehouse construction completed	Q4 2012
Security Upgrades in 10 provinces completed	Q4 2012
2009/10 Cycle Electoral Material Retrieval and Disposal	Q4 2012
Recruitment of additional advisors (Gender)	Q4 2012
Field visits to provincial offices	Q4 2012
Integrated HR – Finance – Assets tracking tool	Q4 2012
Electoral reform advise to MoJ / Members of Parliament	To be agreed upon

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

1. PROGRESS AND ACTIVITIES

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.

a) Voter Registration options

At the end of July, the VR feasibility team that was deployed by ELECT II submitted its final recommendations to the IEC, which combined three approaches.

Firstly, the recommendations envisaged the conduct of a 'phased nationwide registration' exercise to register as many voters as possible. The existing 7,000 polling centres listed by the IEC would have served as a basis for the registration. In line with previous recommendations from international observers, it was suggested that registered voters are linked to specific polling centres and vote where they have registered. The capturing of biometric data and the distribution of new voter ID cards would help to prevent double registration, multiple voting and proxy voting. The data collected in previous exercises was not regarded as fully compatible with each other, creating duplicates, and has in many cases exceeded its viable lifespan.

As a second step, the VR feasibility team further recommended the option of 'election day registration', allowing same day VR in districts where pre-election registration may have been prevented due to security or logistical constraints. Finally, the study recommended post-election sustainability measures calling on the IEC to maintain and update the existing voter registry through a system of permanent small-scale district level offices.

The IEC and ELECT II presented the recommendations to national and international stakeholders. The IEC initiated meetings with different national and international partners and stakeholders to discuss this approach, including the President, government officials and key international partners.

VR information-sharing opportunities and consultation meetings realized until the end of September include:

- 1 to 20 June 2012 Feasibility Study Team Consultations
- 10 June 2012 IEC press conference on electoral reform and VR
- 23 June 2012 Technical Working Group Donor Meeting
- 2 July 2012 Ambassadors meeting chaired by UNAMA prior to Tokyo
- 18 July 2012 IEC and representatives of political parties
- 30 July 2012 Circulation of the ELECT II Second Quarterly Report
- 31 July 2012 Project Board Meeting
- 31 July 2012 IEC Chairman presents VR planning to the President
- 8 August 2012 Circulation of the VR Feasibility Study
- 14 August 2012 Ambassadors meeting chaired by UNAMA w/ ELECT II and IEC
- 21 August 2012 VR Follow-up Technical Meeting donors and ELECT II

- 3 September 2012 IEC Chairman & Council of Ministers meeting on VR planning
- 6 September IEC / ELECT II comprehensive response to donor questions
- 17 September IEC / Council of Ministers: decision on VR and e-Tazkira
- 24 September Ambassadors meeting chaired by UNAMA



Figure 16 and 17: ELECT II Project Board Meeting of 31 July 2012. (Photo Credit: UNDP)

The IEC both informed the feasibility study, and benefitted from its recommendations which resulted from a broad range of meetings with domestic and international interlocutors, including ELECT II donor partners. The IEC had already had an initial opportunity to brief ELECT II donor partners of its general intention to conduct a new nationwide three-step VR effort at the 23 June Technical Working Group meeting and also at the 31 July Project Board meeting. Furthermore, the IEC's views on the need for a new nation-wide VR effort, and the importance of linking voters to polling centres, were shared by Chairman Manawi on a Press Conference on 10 June.

After the Project Board meeting on the morning of 31 July, the IEC also presented its VR concept to the President later the same day. After the IEC's full consideration of the final report, it was forwarded to ELECT II donor partners on 8 August. In early August, the IEC and ELECT II jointly established two VR planning working groups and commenced the design of a comprehensive operational VR plan. This planning responded to the explicit order of the Presidential Decree #45 of 27 July to prepare a transparent election platform and develop a comprehensive elections schedule within three months. Based on the recommendations of the VR feasibility team, previous VR analytical reports during ELECT I, and previous international election observation missions (including the European Union and Organization for Security and Cooperation in Europe), the Working Groups identified technical challenges and approaches that needed to be addressed, and which the IEC plan was intended to respond to.

Following consultation meetings and discussions with the Government of Afghanistan and the international community, outstanding questions remained which were forwarded to the IEC and ELECT II on 27 August. On 6 September, the IEC and ELECT II responded with an extensive document that provided comprehensive responses to a list of conceptual and technical VR questions posed by donor partners.

The IEC proposal essentially followed the recommendations of the VR feasibility study team, starting with a new phased nation-wide registration process in 2013 and making use of biometric data. This also was intended to address the low level of confidence (as expressed to the feasibility study team by all political parties and CSO interlocutors) and

significant problems with the existing voter registers i.e. 17 million voter cards in circulation with estimated voting population of 12 million.

On 17 September, the Council of Ministers decided not to support a new nationwide voter registration exercise. The Cabinet decision requested the Ministry of Interior (MoI) to move forward instead with the implementation of the National ID card (e-Tazkira) exercise (which could be used as a required VR document), although without reference to electoral timelines. It is expected to take some years to complete, implying that the sole use of ID cards for voter identification and extraction of voter lists would perhaps not be applicable for the 2014/2015 elections. The IEC was requested to make use of old VR cards for the upcoming elections, to withdraw duplicates and to conduct only a limited VR exercise for first time voters.

Donors agreed not to question the Cabinet decision, but underscored efforts should be undertaken to see how the national ID card can assist upcoming elections. The IEC has cancelled the VR-related operational planning which it initiated in August.

At the end of the third quarter, the IEC and ELECT II were still in discussion with national and international stakeholders to formulate the most constructive way forward in light of the 17 September cabinet decision.

Although the implementation of the national ID should not compromise the quality of the elections, and likewise, the imminent election requirements should not compromise the quality of the national ID card. There is common agreement within the IEC and UN/UNDP ELECT II that the e-Tazkira system will be beneficial to the election process, if not for 2014/15 then for later elections. The establishment of a national ID register would allow the IEC to extract VR data. However, the IEC has concerns about the readiness of the e-Tazkira to have a comprehensive registry in place for the 2014 elections. Given its constitutional mandate to guarantee the organisation of effective and fair elections, the IEC is examining options for complementary activities for 2014 to ensure that proper organisation of the elections takes place and that the right to vote is safeguarded.

The SRSB and the UNDP Country Director have been clear that ELECT II currently has no mandate to engage in direct support to the implementation of the national ID card process - if this were to change it would have to be done through the UNDP procedures, and likely under a new project. It is important that the IEC engages with respective ministries to find synergies with E-Tazkira, and to ensure that this will eventually deliver a credible voter register for Afghanistan. In this respect, ELECT II will provide support where feasible.

A UN Needs Assessment Mission (NAM) is expected to take place in the upcoming months to make recommendations regarding compliance of the VR approach within the UN mandated principles and to assess the country's electoral needs for the upcoming operational period.

b) Polling Centre Allocation

In quarter three, ELECT II facilitated a GIS training and a workshop to establish procedures for checking polling centre coordinates.

IEC and ELECT II GIS specialists provided GIS training for IEC field officers. The objective of the training is that the IEC verifies through GIS of the polling centre data collected last year. The IEC and ELECT II aim to complete the GIS verification of the collected data all the 7000 polling centres by the end of 2012.

ELECT II deployed a boundary delimitation expert to provide input on the IEC’s strategy to assign villages to polling centres, and to offer recommendations on how to liaise with government agencies on the way forward. The report was shared with donors on 7 October.

The idea of allocating villages to polling centres is currently under reconsideration by the IEC because of the decision of the Council of Ministers in September that required rethinking VR approaches.

The table below provides a snapshot of Output 2 of ELECT II in relation to its annual targets after Q3.

Table 3: Output 2: baseline and targets

2012 Baseline	2012 Annual Targets	Q3 planned	Q3 Actual	Planning Q4	Comments
1. No VR offices operational and functional	50 VR offices functional	The final report of VR feasibility study is expected in July. Based on this report the IEC and ELECT II will design a concept and operations plan that addresses the next phases of any VR.	The VR feasibility study team submitted its recommendations to the IEC. IEC and ELECT II formed 2 internal VR working groups and prepared a VR planning concept. IEC presented planning concept to the Cabinet, however this was not followed. IEC and ELECT II are rethinking the VR planning linked with the National ID card.	Discussion with political stakeholders (Government, donors, UNAMA) to formulate a sound VR strategy in line with decision of the Cabinet. Based on a political consensus on the way forward, IEC and ELECT II will design a new VR strategy and operational plan	The annual target for 2012 is not relevant anymore given different VR decision making. The IEC and ELECT II are awaiting consensus from all political stakeholders on which way forward to rethink a VR plan
2. No villages allocated to polling centres	50% of the villages allocated to polling centres	GIS advisor, Field Operations advisor, Electoral Information Management specialist work on the polling centres including allocated villages	IEC and ELECT II GIS specialists provided GIS training for IEC field officers. IEC and ELECT II have started working on the GIS verification of the polling centre data collected last year.	IEC and ELECT II aim to complete the GIS verification of the collected data all the 7000 polling centres by the end of 2012.	The idea of allocating villages to polling centres is currently under revision. The rejection by the Minister of Council of the IEC suggested VR approach might also compromise the village allocation to PCs. The target

2012 Baseline	2012 Annual Targets	Q3 planned	Q3 Actual	Planning Q4	Comments
					for 2012 has to be revised.

2. RISKS

▪ Tie-in of the e-Tazkira in the VR process

The risk exists that the Ministry of Interior and MoCIT will not be able to fast-enough implement the e-Tazkira before the 2014 elections. This will leave the IEC with a situation where no appropriate VR registration data is available, except for the old voter registry that has a number of serious limitations to guarantee credible elections. The IEC and ELECT II are currently discussing complementary measures with different political stakeholders that are expected to lead in the following month to a final decision on which way to go forward with the VR in respect of the Council of Ministers' decisions and in anticipation of the 2014 and 2015 elections. At the same time, the IEC does not want to be regarded to duplicate the work of the e-Tazkira process.

▪ Seeking clarity and consensus on the best way forward

The current VR discussions and opinions by different stakeholders about the exact nature of VR method and planning, risks stalling a common agreement on a way forward on VR, and therefore risks to safeguard the rights of voters and to ensure credible elections. The window for VR is limited from spring to autumn 2013. ELECT II is supporting the IEC in its attempts to find common ground without undermining either a credible election or the independence of the IEC.

▪ Polling Centre allocation

The development of the VR process to a point where it can allocate voters to a polling centre is a very positive addition to an electoral process and adds a large degree of credibility. Given the negative credibility of the current process, it is vital that the IEC is at the very least seen to be making positive moves to improve the process. While in the long term the national ID (NID) process offers an efficient way of doing this, the IEC still has constitutionally mandated timelines within which it must hold elections. There needs to be a careful balance between supporting the external process of the NID and ensuring that the IEC can meet its own duties.

▪ 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 partial lists or inconsistent registration throughout the country and therefore inconsistency in securing the right of citizens to vote. As a mitigating strategy, the IEC will engage with security agencies as planning develops further. Given that electoral security is not the responsibility of the IEC but rather that of the Mol and security forces, engagement between the IEC and these agencies will be required.

3. ISSUES

- **Unclear position on the best way forward for VR**

The decision of the Council of Ministers not to support the IEC's VR proposal resulted in the cancellation to the operational planning initiated in August by IEC and ELECT II. The momentum for a workable VR solution has stalled, and IEC's concern that there is not yet a solution to enable a comprehensive register for the 2014 elections remains. The IEC and ELECT II VR working group has taken the initiative from a technical angle to review different options. The objective is to regain the momentum within the IEC and amongst stakeholders and to share concrete suggestions and approaches that are complementary with the e-Tazkira process for the upcoming elections.

- **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 completed fieldwork on a Polling Centre Verification process in 2011. 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, the MOI will be unable to allocate voters to a polling centre and a voter registration tying voters to polling centres exercise cannot begin. The Council of Ministers' decision not to follow the IEC's VR proposal also implies the lack of priority to link voters to polling centres. However, the concept could still be relevant to future elections and information can be shared with MoI and MoCIT.

4. LESSONS LEARNT

- **Stakeholders buy-in and acceptance**

Given the importance and sensitivity of technical planning with regard to VR, and the resulting implications, it is essential for the IEC and ELECTII to have regular dialogue with national stakeholders and international partners. The intense discussions with the different stakeholders, and ultimately the reversal by the Council of Ministers of the IEC VR planning, demonstrated the need for even more intensive consultation efforts beyond what was achieved. In this respect, in quarter three, the IEC and ELECT II conducted or participated in a wide range of stakeholder meetings (see above point B.1.), provided a number of documents with additional information on the intended VR planning, and intensified its reporting schedule. The close coordination with all partners involved, listening to all opinions and concerns, underscores the priority given to stakeholder and partners pro-active and clear engagement on electoral planning issues.

5. FUTURE ACTIVITIES

Table 4: Future activities and timeline Output 2

ACTIVITIES	TIMELINE
GIS Polling Centres verification exercise	Q4 2012

VR concept plan and VR operational plan designed, VR related procurement initiated	Q4 2012 – depending on political VR decision
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C. OUTPUT 3: Capacity of the IEC to encourage democratic participation is strengthened

1. PROGRESS AND ACTIVITIES

ELECT II's assistance to the IEC is intended to strengthen its capacity to encourage democratic participation in the electoral process through three different approaches: engaging stakeholders in a two-way structured dialogue on electoral framework and planning issues; civic and voter education to inform the Afghan electorate of electoral-related rights and responsibilities; and an effective internal and external communications strategy, including transparent and frequent communication on electoral issues through the media. These three components are addressed through ELECT II capacity development support via three different international advisors: Public Outreach, Communications and External Relations. During this quarter, ELECT II completed the recruitment of all three essential positions.

a) Public Outreach campaign

In the third quarter, ELECT II supported the Public Outreach Department (POD) primarily by expanding the department's capacity in planning. It aided the department to utilize project management mechanisms/tools. Specifically, ELECT II encouraged the department to conduct consultation meetings with different stakeholders. In a next step, it was suggested how to synthesize the collected recommendations (data) into a concept paper, which became the basis for its 2012 activities.

With the development of the concept paper and the concept by the IEC Secretariat, ELECT II continued its capacity building support by assisting the department develop planning documents that included a detailed work plan, action plan, monitoring and evaluation plan and revised budget, building upon the ideas proposed in its concept paper.

As an example, ELECT II recommended that although public services announcements are a common mechanism used in outreach campaigns, advice was also provided on the need to address the disparities in information on democratic and electoral understanding, including between segments of the electorate. Previous material only provided information regarding voting procedures, highlighting the need for greater attention to researching innovative messaging and multi-media techniques. Likewise, ELECT II recommended the need for the collection of primary data (i.e., survey) specific to tackling the perceptions of the population that the electoral process remains vulnerable, and which could later be analysed and used for message development as well as to measure the impact of that messaging. To ensure stakeholder participation and engagement, ELECT II also advised on the necessity of establishing coordination groups for consultation, networking, and information exchange both with national and international stakeholders, including groups working to increase the democratic participation of women and youth.

b) IEC Communications Plan

The objective of the formulation of an official IEC Communication Policy aims to provide clear and sustainable guidelines and procedures on how internal and external communications will be conducted in accordance with relevant laws, regulations and

adopted policies. It also aims at enhancing the coordination, efficiency and coherence of IEC communication processes both externally and internally, while accompanying and reinforcing the implementation of the IEC Strategic Plan, policies and regulations.

The recruitment in the third quarter of the ELECT II Communications advisor permitted in-depth discussions with the IEC Heads of Department and Deputy CEO of Operation, and she made an evaluation of past and present IEC communication processes and activities, both externally and internally. The goal is to finalize the communications plan by the end of the year. However, the institutional restructuring of the IEC, in light of the recommendations of the CSC, could affect this timeline. (See below under issues.)

c) Stakeholder Consultations

On 18 July, the IEC held a consultation session with leaders of political parties. The aim of this session was to create an atmosphere of trust through a constructive dialogue, as well as to provide them information on the electoral process and confidence-building steps being undertaken by the IEC. Furthermore, the IEC aimed to collect opinions and proposals of the political parties and garner support from them for the electoral process. High level participants included representatives from Hizb-e Islami, Wahdat, Jamiat-e Islami, People’s National Unity Party of Afghanistan, National Coalition of Afghanistan, Revolutionary Party of the People of Afghanistan, National Movement of Afghanistan, as well as women’s right activists and the former head of the National Directorate of Security. Main issues of discussion included the electoral system, anti-fraud measures, parties, candidate vetting and nomination, voter participation and security. The consultation session was regarded as a successful initiative and follow-up stakeholder meetings will be scheduled with different leadership levels of political parties, CSOs and media organisations.

In July, the IEC Public Outreach Department initiated a round of stakeholder consultations. These have served to inform a public outreach strategy paper, which has subsequently been adopted by the IEC and implementation has commenced.

On 18, 22 and 23 September, the Ministry of Justice held a new consultation round with representatives of political parties and CSOs on the electoral reform. This consultation was supported by the external legal expert that ELECT II has deployed to MoJ together with the UNDP project for Justice and Human Rights.

Table 5: Output 3: baseline and targets

2012 Baseline	2012 Annual Targets	Q3 planned	Q3 Actual	Planning Q4	Comments
1. Confidence of the public in the IEC and electoral process in the Asian Foundation survey of 2010 (54%) and 2011 (59%)	Maintain the same confidence level of 2011	To discuss the latest electoral issues and updates, the IEC will hold a consultation session with national stakeholders	The IEC held a consultation meeting on July 18 for political parties.	With the recruitment of an ELECT II External Relations advisor, an ER plan for the IEC will be further developed.	NA

2012 Baseline	2012 Annual Targets	Q3 planned	Q3 Actual	Planning Q4	Comments
2. No CSOs trained and engaged to deliver VE messages	50% of the targeted CSOs are trained and engaged to deliver VE messages	Recruitment of ELECT II Public Outreach advisor – Conceptualizing Public Outreach plan	Public Outreach plan for Civic and Voter education being developed	a. Commence the implementation of nationwide survey and stakeholder assessment on the electoral process and the IEC; b. coordination group meetings with CSOs, national institutions, women organisation (at least 1 session per group); b. Public Service Announcements will be produced and aired; c. Public Outreach consultation meetings in the provinces; d. PO and ER staff at HQ will be trained on behavioural change; e. Rethinking (English) electoral terminologies in proper Dari and Pashto.	The decision of the Council of Minister not to follow the IEC VR suggestion also changes and delays a decision on how to move forward regarding VE Public Outreach. The annual target is not applicable.

2. RISKS

▪ **Uncertainty around the VR approach**

The window for VR is limited from spring to autumn 2013. The IEC and ELECT II hopes to make donors aware of realistic options with relation to VR considering the limited time window in 2013. The IEC POD is dependent a political decision on the chosen VR approach before being able to design a comprehensive public outreach plan to promote VR. The later a political decision is taken, the narrower the window will be for proper procurement of PO materials, training intermediary CSOs and spreading VR messages.

▪ **Uncertainty around the electoral framework**

Also, if the political uncertainty regarding the required electoral framework is not clarified well ahead of upcoming elections, it would negatively affect public outreach efforts; in particular the voter education campaign which is intended to familiarize the electorate with voting practices and procedures. It is clear that IEC's voter education efforts will depend upon the ability 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. IEC and ELECT II will benefit from the support of its international partners in highlighting this issue.

▪ **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 national and international stakeholders 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 underpinned by credible election administration procedures and administered in an independent manner. These key precepts for a meaningful election process can be further emphasized and should be recognized 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.

3. ISSUES:

▪ IEC Communications Plan

The finalization of the IEC internal and external Communications Plan was scheduled for the upcoming months. However, the institutional restructuring of the IEC in light of the recommendations of the CSC could affect this timeline. As long as the internal communication and reporting lines are not clear or decided, the internal communications policy cannot be finalized. It is therefore likely that formal approval of the final draft will be delayed until CSC final reform proposal is submitted. Potentially redrafting would be required to embrace the new IEC structure.

4. FUTURE ACTIVITIES

In quarter four, ELECT II plans to support the IEC’s Public Outreach Department by providing technical and capacity building support in:

- The implementation of a survey and stakeholder assessment, which will result in an overall communications strategy and stakeholder engagement plan.
- Conducting a workshop that will attempt to convert controversial/misunderstood democracy-related (English) terminology into terms into Dari and Pashto that can translate the essential philosophies of democracy and civic responsibility/participation;
- Holding at least one coordination meeting with national, international, and gender focused stakeholders;
- Training on behaviour change communications;
- The production and broadcast of three types of TV and radio Public Service announcements: 1) motivational, 2) informational, and 3) gender related – radio PSAs will be produced in the eight official languages noted in the constitution of Afghanistan while TV PSAs will be produced in Dari and Pashto.

In addition, further assistance will be given to the IEC Communications and External Relations Plan.

Table 6: Future activities and timeline Output 3

ACTIVITIES	TIMELINE
Commence the implementation of nationwide survey and stakeholder assessment on the electoral process and the IEC	Q4 2012

Coordination group meetings with CSOs, national institutions, women organisation (at least 1 session per group)	Q4 2012
Public Service Announcements will be produced and aired	Q4 2012
Public Outreach consultation meetings in the provinces.	Q4 2012
Rethinking (English) electoral terminologies in proper Dari and Pashto	Q4 2012
PO and ER staff at HQ will be trained on behavioural change	Q4 2012
IEC Communications Plan	Q4 2012
Further development of IEC External Relations Plan	Q4 2012

IV. FINANCIALS

As indicated in annexes 1 and 2, as of the end of quarter three 2012, ELECT II has spent nearly 8 million US dollar. The amount is lower than initially anticipated due to the delays in the commencement of key activities with subsequent impact on related expenditures. In particular, the political debate on the issue of voter registration has postponed the procurement of materials for 2013. In addition, in contrast to earlier planning, the construction of provincial offices and warehouses will not start in 2012 due to quality assurance issues in the planning and tendering process. The earlier foreseen budget for VR and construction in 2012 will be carried over to 2013. In addition, due to the fact that recruitment was being conducted in parallel to project delivery, and other recruitment challenges, ELECT II was only able to have all its international positions filled in quarter three.

On an accounting-technical note, according to the ELECT II Project Document there are four outputs: 1) institutional, technical and organisational capacity development; 2) improvement of the voter registration; 3) broader democratic participation; and 4) project management support. The financial notes in the annex refer to six outputs, adding two extra sub-totals for the use of remaining ELECT I funds. These expenditures contribute to the activities identified in the Project Document in output 1 (Capacity Development) and output 2 (Voter Registration).

V. CONCLUSIONS

As reflected in this report, legal reform and VR issues have been the two dominant issues during the third quarter of 2012, and will fundamentally shape the framework and environment for the next elections. According to the constitution, Presidential elections are due between 23 March and 22 April 2014. It is therefore critical that the legislative reform process is completed by March 2013. In addition to the provision of an election law expert to the MoJ during its review of the draft electoral law, ELECT II stands ready to provide technical assistance to both the MoJ and Wolesi Jirga during the last stage of the drafting process upon request. Currently, the draft legislation still has outstanding shortcomings related to Afghanistan's international commitments and best electoral practice. The revised Law on the Structure, Duties and Authorities of the IEC and the ECC, which passed the Wolesi Jirga in late September, could foster more independence of the IEC and the ECC. The draft now requires passage by the Meshrano Jirga (Upper House of parliament).

The relatively short timeframe to complete the legal framework, and to make progress on fundamental election administration issues, will be further underscored when the IEC issues an electoral timeline in November. It is obvious that the preparation for the next elections needs the concerted efforts and cooperation of a variety of stakeholders, including state institutions and civil society actors, in order to underscore the credibility of the electoral process.

With regards to VR, the low level of public confidence in the current system together with structural problems will create challenges for the upcoming election. Based on the recommendations of a VR feasibility study, the IEC and ELECT II prepared a three-step approach that would have started with a phased nation-wide VR campaign linking voters to polling centres, allowing same day registration on polling day for locations that could not be reached before, and setting up a system for continuous update of the voter registry after the elections. However, the Council of Ministers on 17 September decided not to support the IEC position for a new registration exercise. The IEC is now working diligently to revise its VR approach in line with the Council of Ministers decision. However, if the constitutionally mandated "independent" role of the IEC is to be fostered and sustained, it is important that its views on election-related technical matters receive full consideration in future cabinet discussions.

Furthermore, the IEC remains committed to finding synergies with the national ID card programme implemented by the MoI and MoCIT, so that one day the voter register can be extracted from the civil register. However, the IEC has serious doubts about the readiness of the e-Tazkira for 2014 and is concerned that solely relying on the e-Tazkira would compromise its legal obligation for the establishment of a comprehensive and consistent voter registry for 2014. It is therefore reviewing all options to see how it can contribute to a system complementary to the e-Tazkira in the short run. The IEC will also develop an election timeline by mid-November, to be followed shortly by a concept of operations plan.

ELECT II continues to enhance the IEC's institutional, technical and personnel capacity by providing daily advice on multiple levels, supporting the IEC's training and capacity building plan, and conducting a capacity assessment of each department and staff member by the end of the year. This will establish a baseline for measuring progress in the coming year. The intended organizational review of the IEC by the CSC might hamper

ELECT II's capacity development efforts if far-reaching recommendations are implemented prior to 2014/2015 elections. It would therefore be advisable that the implementation of the recommendation of the CSC would not take place before the end of the elections cycle in 2015.

ELECTII, designed to provide capacity development assistance during the inter-election period, will soon reach its mid-way point. With the elections rapidly approaching, consideration could be given to readjust the scope of the project in order to anticipate possible direct electoral support during the operational phase of the election. Therefore, it is expected that a UN Needs Assessment Mission (NAM) will take place in the upcoming months to make recommendations regarding compliance of the VR approach with the UN mandated principles (integrity, sustainability, inclusiveness), and also regarding direct electoral support. The purpose of the NAM would be to define the scope and character of UN direct electoral support. The adoption of any plan will be done in close consultation with the donors. Together with the UNDP mid-term evaluation of the ELECT II project on early 2013, the recommendations could result into a redesign of the ELECT II project beyond the current scope of 2012-2013 and envisaging electoral needs in the operational elections period to come.

VI. ANNEXES

A. ANNEX 1: FINANCIAL TABLE

Donor	REVENUE						EXPENSES AND COMMITMENTS				BALANCE
	Commitment (a)	Total Received (b)	Total Receivable c=(a-b)	Carry Over from ELECT I (d)	Transferred to JHRA/ASGP	Total Resources e=(b+d)	Cumulative Expenses as of Jun 2012 (f)	Total Expenses (Jul- Sept 2012) (g)	Commitments (h)	Total Cum. Expenses and Commitments i = (f +g + h)	Balance j=(e-i)
Canada (CIDA)	-	-	-	5,710,190		5,710,190	1,490,223	3,272,192	47,690	4,810,104	900,086
Republic of Korea	-	-	-	804,141		804,141	292,049	38,214		330,263	473,878
Italy	-	-	-	18,455	2,600,000	(2,581,545)	(4,030,906)	143,547		(3,887,359)	1,305,814
USAID	-	-	-	7,387,352		7,387,352	5,917,718	(620,723)	18,564	5,315,559	2,071,793
Turkey	-	-	-	2,026,890		2,026,890	257,331	191,337		448,668	1,578,222
Japan	8,926,995	8,926,995	-	-		8,926,995				-	8,926,995
SIDA	4,155,125	1,468,429	2,686,696	-		1,468,429	(398,827)	409,315		10,488	1,457,941
European Union	13,280,212	8,442,421	4,837,791	-		8,442,421	204,479	270,721		475,200	7,967,221
Denmark	1,613,770	1,613,770	-	-		1,613,770	14,927	32,148		47,075	1,566,694
AusAid	10,390,650	5,370,569	5,020,081	-		5,370,569	115,256	316,649	1,500	433,405	4,937,164
Germany	4,975,124	2,132,999	2,842,125	-		2,132,999	-	-		-	2,132,999
Grand Total	43,341,876	27,955,182	15,386,693	15,947,028	2,600,000	41,302,210	3,862,249	4,053,400	67,754	7,983,402	33,318,808

Note:

- i) Cumulative expenses as of June 2012 is actual (column f)
- ii) Expenses reported for the accounting period of July to September 2012 is provisional.
- iii) Income received in currency other than USD is approximated to USD based on UN- Operational Rate of Exchange applied.
- iv) IEC salaries for September and cancelled cheques of August IEC salaries are posted in October account due to change of payment method from cheque to bank transfer method. Therefore, it affected the Q3 delivery.

B. ANNEX 2: EXPENSES BY OUTPUT

Project Output	2012 Budget (AWP)	Expenses (Jul-Sep 2012)	Cumulative Expenses (Jan-Sep 2012)	Balance	Delivery Rate
Institutional, operational and technical capacity of IEC is developed to ensure well organized, future Afghan-led electoral processes	5,262,086	199,563	218,131	5,043,955	
General Management Service (GMS) Fee (7%)	368,346	13,969	15,269	353,077	
Sub-total Output 1 (00080393)	5,630,432	213,532	233,400	5,397,031.33	4%
The quality of voter registry is improved to support future electoral processes	1,379,664	43,633	43,633	1,336,030	
General Management Service (GMS) Fee (7%)	96,576	3,054	3,054	93,522	
Sub-total Output 2 (00080394)	1,476,240	46,688	46,687.63	1,429,552	3%
Capacity of the IEC to encourage democratic participation is strengthened	484,985		-	484,985	
General Management Service (GMS) Fee (7%)	33,949	-	-	33,949	
Sub-total Output 3 (00080395)	518,934	-	-	518,934	0%
Project Management Costs	3,733,444	335,504	629,704	3,103,740	
General Management Service (GMS) Fee (7%)	261,341	23,485	44,079	217,262	
Sub-total Output 4 (00080396)	3,994,785	358,989	673,783	3,321,002	17%
IEC Election Materials, Assets & Operations	4,608,487	3,726,739	1,551,605	3,056,882	
General Management Service (GMS) Fee (7%)	322,594	260,872	108,612	213,982	
Sub-total Output 5 (00050324)	4,931,081	3,987,610	1,660,217	3,270,863	34%
Support IEC on capacity building and electoral reforms	6,393,288	(517,215)	4,954,728	1,438,560	
General Management Service (GMS) Fee (7%)	447,530	(36,205)	346,831	100,699	
Sub-total Output 6 (00071801)	6,840,818	(553,420)	5,301,559	1,539,259	77%
Grand Total	23,392,289	4,053,399	7,915,647	15,476,642	34%

C. ANNEX 3: EXPENSES BY DONOR

Donor	Project Output	2012 Budget (AWP)	Expenses (Jul-Sep 2012)	Cumulative Expenses (Jan - Sep 2012)	Balance	Delivery Rates
CIDA	Output 4 - Project management cost	942,327			942,327	
	Output 5 - IEC Election Materials, Assets & Operations	1,930,217	3,058,123.04	4,450,854.66	(2,520,637.76)	
	General Management Service (GMS) Fee (7%)	201,078	214,069	311,560	(110,482)	
Sub-Total CIDA		3,073,622	3,272,192	4,762,414	(1,688,793)	155%
Korea	Output 5 - IEC Election Materials, Assets & Operations	751,535	35,714.12	308,656.77	442,878	
	General Management Service (GMS) Fee (7%)	52,607	2,500	21,606	31,001	
Sub-Total Korea		804,142	38,214	330,263	473,880	41%
Italy	Output 1 - Institutional, operational and technical capacity of IEC is developed to ensure well organized, future Afghan-led electoral processes	28,738		-	28,738	
	Output 4 - Project management cost	873,396			873,396	
	Output 5 - IEC Election Materials, Assets & Operations	32,445	134,156.02	(3,633,045.94)	3,665,491	
	General Management Service (GMS) Fee (7%)	65,421	9,391	(254,313)	319,734	
Sub-Total Italy		1,000,000	143,547	(3,887,359)	4,887,359	-389%
USAID	Output 5 - IEC Election Materials, Assets & Operations		(62,899.51)	(4,265.79)	4,266	
	Output 6 - Support IEC on capacity building and electoral reforms	6,393,288	(517,215)	4,954,728	1,438,560	
	General Management Service (GMS) Fee (7%)	447,530	(40,608)	346,831	100,699	
Sub-Total USAID		6,840,818	(620,723)	5,297,293	1,543,525	77%
Turkey	Output 5 - IEC Election Materials, Assets & Operations	1,894,290	178,819.60	419,316.21	1,474,974	
	General Management Service (GMS) Fee (7%)	132,600	12,517	29,352	103,248	

Sub-Total Turkey		2,026,890	191,337	448,668	1,578,222	22%
SIDA	Output 1 - Institutional, operational and technical capacity of IEC is developed to ensure well organized, future Afghan-led electoral processes	472,592			472,592	
	Output 5 - IEC Election Materials, Assets & Operations		382,537.33	9,801.89	(9,802)	
	General Management Service (GMS) Fee (7%)	33,081	26,778	686	32,395	
Sub-Total SIDA		505,673	409,315	10,488	495,185	2%
European Commission	Output 1 - Institutional, operational and technical capacity of IEC is developed to ensure well organized, future Afghan-led electoral processes	1,964,138	119,262	123,879.84	1,840,258	
	Output 2 - Support the IEC in the improvement of the voter registry database and system	1,017,170	6,498.33	6,498.33	1,010,672	
	Output 3- Capacity of the IEC to encourage democratic participation is strengthened	392,985			392,985	
	Output 4 - Project management cost		127,249.58	313,733.55	(313,734)	
	General Management Service (GMS) Fee (7%)	236,201	17,711	31,088	205,113	
Sub-Total EU - 10159		3,610,494	270,721	475,200	3,135,294	13%
Denmark	Output 1 - Institutional, operational and technical capacity of IEC is developed to ensure well organized, future Afghan-led electoral processes	21,170	25,968	39,918.56	(18,749)	
	Output 2 - Support the IEC in the improvement of the voter registry database and system	18,852		-	18,852	
	Output 4 - Project management cost	1,468,169	3,789.00	3,789.00	1,464,380	
	Output 5 - IEC Election Materials, Assets & Operations		288.18	288.18	(288)	
	General Management Service (GMS) Fee (7%)	105,573	2,103	3,080	102,494	
Sub-Total Denmark		1,613,764	32,148	47,075	1,566,689	3%
AusAID	Output 1 - Institutional, operational and technical capacity of IEC is developed to ensure well organized, future Afghan-led electoral processes	2,775,447	54,333	54,332.69	2,721,115	
	Output 2 - Support the IEC in the improvement of the voter registry database and system	343,642	37,135.40	37,135.40	306,506	

Output 3 - Support the IEC in developing its capacity to plan and implement its voter education campaigns	92,000			92,000	
Output 4 - Project management cost	449,552	204,465.43	312,181.07	137,371	
General Management Service (GMS) Fee (7%)	256,245	20,715	28,255	227,989	
Sub-Total Australia	3,916,886	316,649	431,905	3,484,981	11%
Grand Total	23,392,289	4,053,400	7,915,947	15,476,342	34%

D. ANNEX 4: ACTIVITY

Activity	Description of Result	Progress
1.1 Support the IEC in strengthening its institutional capacity	Continued advise through pairing and embedding ELECT II advisors with IEC counterparts; M&E and Action Planning workshop; Departmental action planning process; Implementation of training and Capacity Building program; Development of a Capacity Assessment.	On track
1.2 Review and refining electoral regulations and policies	Advice to the MoJ to revise the existing Electoral Law + stakeholder consultations MoJ through deployment of an international legal expert. Proposed Electoral Law submitted by MoJ to the Council of Ministers.	On track; subject to request by MoJ/Parliament for further assistance
1.3 Review and improvement of electoral procedures and guidelines	Policies and Procedures advisor advises the IEC's PPSU and the Planning and Procedures Department; assistance to develop per department Action Plan per department	On track
1.4 Support the development and implementation of strategies to promote gender mainstreaming in electoral administration	Recruitment of the Gender specialist	Gender targets behind schedule – awaiting recruitment of Gender advisor
1.5 Strengthen Field Operations, Communication and Coordination	AWPs, Departmental Plans of Logistics, Procurement, Assets and Finance, and Training Plan for all field offices in place	On track
1.6 Construction of permanent infrastructure facilities to accommodate IEC provincial offices and warehouses	<p>a) 16 out of 34 land parcels have been secured for construction of provincial premises. 8 more in process of being secured.</p> <p>b) Security upgrades for 10 provincial offices fully completed in 1 province and on-going in remaining 9; QA inspection by ELECT II and IEC recruited national quality oversight engineers on-going. Work at 4 sites did not meet the required standards.</p> <p>c) Reconsideration of construction plans and QA measures of provincial offices and warehouses.</p>	<p>Security Upgrades: slightly behind schedule (QA issues)</p> <p>Construction of Provincial Offices and Warehouses: rescheduled. Will not start in 2012 but in 2013</p>
1.7 Develop the capacity of the IEC to systematically manage information and build institutional memory	ELECT II Electoral Information Management specialist and IT network specialist recruited. IT input on VR issues	VR planning process stalled due to unclear way forward after

		Council of Ministers' decision 17 September
1.8 Strengthen IEC administrative, procurement and financial systems	On-going Procurement and Finance Department assistance	On track
1.9 Support the IEC in logistical planning and maintenance of fixed assets, equipment, supplies and services for recurrent IEC functions	On-going Logistics and Assets Management assistance Development of integrated HR-finance-assets management software (milestone 1 completed, milestone 2 in progress).	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	VR feasibility study completed	On track
2.2 Support and advise the IEC in their evaluation of the sustainability of various systems for the improvement of the VR	Conceptual VR planning initiated Stakeholder consultations on the VR planning	VR planning process stalled due to unclear way forward after Council of Ministers' decision 17 September N/A
2.3 Support the IEC in the improvement of the VR database and system	Electoral Information Management specialist	On track
2.4 Support district boundary delimitation processes, as needed	GIS training – Commencement of GIS verification of Polling Centres location data	On track
3.1 Support the IEC in promoting public discussion on electoral governance and broader democratic participation	Public Outreach operational plan finalized	On track
3.2 Support the IEC in developing its capacity to plan and implement voter education (VE) campaigns	Concept of VE planning incorporated in the Public Outreach operational plan	VR planning process stalled due to unclear way forward after Council of Ministers' decision 17 September N/A
3.3 Support the IEC in its relationship with external stakeholders	Preparation to create an External Relations Communication Plan	Delayed

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>		Medium - Likely	Recruitment of an ELECT II Security Advisor. Establishment of a UNDP ELECT office at the adjacent UNOCA compound, from where ELECT II staff can still operate during times of security constraints.			ELECT has established an office in UNOCA.
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	a) IEC and ELECT II has recruited 2 security specialist to establish proper security plans and measure in order to increase the security at the IEC premises and ELECT II staff. b) It is important that the IEC liaises with the ANSF and jointly develop a security plan with			ELECT II has recruited an international Security Advisor for the IEC and a Security Specialist for its own staff.
3	3. Senior Leadership IEC				ELECT			
	The existing senior leadership of the IEC is replaced	<i>Start of Project</i>		Low to Moderate	Work in collaboration with new Commissioners; enhanced coordination and communication 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. The resignation of the IEC CEO did not lead to drastic fall-back of institutional capacity development.

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted by	Status
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 at acceptable level
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>		Moderate - Likely	Continue active recruitment process and make use of networking and EAD rosters and vacancy announcements.			ELECT II was able in Q2 2012 to recruit a large number of essential advisors as foreseen in the project document.
6	6. Transition from DIM to NIM				UNDP			
	UNDP aims to eventually move all projects from DIM to NIM as part of the strategic direction of Afghanistan. ELECT (I) was a DIM project, ELECT II has been defined as a potential NIM project. on.	<i>Start of the project</i>		Low to moderate - Unlikely	The donors reinforced their intention at the PB meeting in July to have ELECT II operating under NIM. In order to do this in a transparent and effective way, UNDP ELECT II works with 'on budget' procedures with the MoF and LOAs (Letters of Agreements) with the IEC.			As of the end of Q3, all budget and finance modalities of ELECT II were discussed and signed by the IEC through LOAs.
	7. IEC restructuring				IEC			

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted by	Status
	The CSC is reviewing the organisational structure of the IEC.	Q3 2012		Moderate - likely	ELECT II not involved in organisational restructuring IEC, though close follow-up by ELECT II on the recommendations of the CSC. Analysis by the IEC if the implementations of the CSC review should better take place after the 2015 elections			CSC recommendations not yet final
	8. Unclear way forward for VR				IEC			
	a) After Cabinet's decision 17 September, unclear stance on which VR approach; b) Practical concerns re: e-Tazkira effectiveness before 2014 elections and contribution to IEC VR; c) impact on Public Outreach; listing voter with polling centres.	Q3 2012		Moderate-major - likely	IEC is looking into contingency VR planning, complementary with e-Tazkira. Close discussion with key stakeholders on VR path forward			Close discussions with key stakeholders; no new approach defined as of end Q3 2012
	9. Electoral reform				IEC / ELECT II			

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted by	Status
	Current revision of the Electoral Law as well as Structures Law, in the Lower and Upper House, respectively, will have impact on the IEC and the procedures and processes to follow to organise the next elections.	Q3 2012		Moderate-major - likely	ELECT II assisted the IEC with drafting a revision proposal (Q2) and later (Q3) also the MOJ through the deployment of an external legal advisor. ELECT II supported also the Public Consultation sessions held on this topic.			Electoral Law: submitted from MOJ to Cabinet on 27 Sept. Structure Law: approved by the Lower House and submitted to the Upper House on 24 September.

F. ANNEX 6: ISSUE LOG

ID	Type	Date Identified	Description	Status/Priority	Status Change Date	Author
1.	VR	June 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. The recommendations of the VR feasibility study team will provide a better idea for the best approach.</p>	Medium to high		
2.	VR	June 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 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.</p>	Medium to high		
3.	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 on-going 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		
4.	Voter registration / VR public		<ul style="list-style-type: none"> Unclear position on the best way forward for VR <p>The decision of the Council of Ministers not to support the IEC's VR proposal resulted in the cancellation to the operational planning initiated in August by IEC</p>			

	outreach		and ELECT II. The momentum for a workable VR solution has stalled, and IEC's concern that there is not yet a solution to enable a comprehensive register for the 2014 elections remains. The IEC and ELECT II VR working group has taken the initiative from a technical angle to review different options. The objective is to regain the momentum within the IEC and amongst stakeholders and to share concrete suggestions and approaches that are complementary with the e-Tazkira process for the upcoming elections.			
5.	Construction IEC facilities	Q3 2012	<ul style="list-style-type: none"> Delay in construction plans and implementation <p>The IEC and ELECT II Action Plans foresee the start of construction of offices and warehouses in 10 provinces by the end of the year. The thorough process of due diligence and quality assurance has led to a rescheduling of the timeline. The experiences of the upgrade of the premises of the provincial offices in quarter two and three, and in particular the need for constant and sound quality assurance monitoring, showed that it is important to thoroughly plan and monitor each step, from soil test analysis to redesign of the plans, detailed formulation of the invitation to bids, as well as effective and very regular on the ground monitoring of the works. Actual construction of the provincial offices and warehouses will therefore not start before the end of the winter in 2013. Based on the budget and the land made available, the IEC plans to construct offices and warehouses in 2013 in at least 18 provinces, finished and operational before the electoral operations in 2014.</p>	Low to medium (still time before the 2014 elections)		
6.	IEC Communications Plan	Q3 2012	<ul style="list-style-type: none"> IEC Communications Plan <p>The finalization of the IEC internal and external Communications Plan was scheduled for the upcoming months. However, the institutional restructuring of the IEC in light of the recommendations of the CSC could affect this timeline. As long as the internal communication and reporting lines are not clear or decided, the internal communications policy cannot be finalized. It is therefore likely that formal approval of the final draft will be delayed until CSC final reform proposal is submitted. Potentially redrafting would be required to embrace the new IEC structure.</p>			

G. ANNEX 7: IEC TRAINING AND WORKSHOPS Q3 2012

IEC 2012 Capacity Building Training and Workshops (Q3)							
No	Workshops and Training Programs	Date	Content	Organizer / Facilitator	# Participants		Total
					Male	Female	
1	Standard Cleaning Practices	1 - 2 July , 2012	Importance and value of cleaning - Usage and introduction of cleaning materials - How to be observed the way of electronic equipment	IEC Logistic Department	20	7	27
2	POO Civic Education (BRIDGE)	7 - 11 July , 2012	Definition of key functions - Placement of training -Providing complicated meanings -Why civic education & why democracy and importance of gathering - Principle of civic trainings in action - Understanding of audience and understanding of voters conditions - Implementation of timetable, when should start - Monitoring and evaluation - Points should be considered while organizing civic educations programs, practical study plan.	IEC Training & Capacity Building department	24	3	27
3	Action Planning and M&E Workshop	15 – 17 July , 2012	Planning- Elements of an Action Plan, practical examples- Monitoring and Evaluation, practical examples- Techniques of Monitoring and Evaluation – Presentation on one of the pillars of the IEC’s strategic plan, focusing on one selected activity – Team work on Action Plan – Presentation by working groups – Open discussion and agreement on final version of Action Plan format – Presentation of the final	IEC Training & Capacity Building – ELECT II advisors	16	2	18

			agreed format for the action plan and focus on the M&E				
4	Facility Management Training	23 - 24 July , 2012	Knowledge Transformation , Secure safety , Secure health , Keep clean, Improve working environment, Maintain our premises properly ,Solve Problems and Prevent Problems, Standard Operating Procedure (SOP) ,Monitoring cleaners skills, Mandatory Requirements.	IEC Logistics department and Elect II Logistics advisor	2	0	2
5	Voter Registration (BRIDGE)	3-9 September ,2012	VR principles and criteria's, kind of VR, importance of VR, which technologies are used in VR, providing VR list; preliminary list, final list, VR planning, budget, case studies.	IEC Training & Capacity Building	25	6	31
6	Introduction to Geographic Information Systems (GIS) and Procedures for Checking Polling Centre Coordinates	11-12 September	Introduction to GIS. Introduction to Coordinate Systems. GIS Practical Exercise, ArcGIS software, adding, customizing and organize the data layers, selectively display different groups of data, map display units, pan and zoom, view attribute tables. Polling Centre Coordinate Checking Practical Exercise, display the required data sets in ArcGIS, steps to follow in checking each polling centre set of coordinates, deciding between different sets of coordinates.	IEC IT department and ELECT II GIS Advisor	10		10
7	Finance training	15-19 September,2012	Introduction and practical work on all financial relevant forms, financial reporting system, asset recording procedure , drafting and managing the budget , procurement process.	IEC admin & and logistic departments	22	3	25

8	IT Service Management	23-29 September	General IT management, Service Strategy, Service Design, Information Security Management, Service Transition, Service Operation, Continual Service Improvement.	IEC IT department and ELECT II IT advisors	13	-	13
Total Participants					132	21	140