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Resilient nations.*

# Annexes Book

ENHANCING LEGAL AND ELECTORAL CAPACITY FOR TOMORROW

ELECT II

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SECOND QUARTER PROJECT PROGRESS REPORT 2013

# ANNEXES

## Contents

<b>ANNEXES .....</b>	<b>2</b>
<b>ANNEX 1: FINANCIAL TABLE .....</b>	<b>3</b>
<b>ANNEX 2: EXPENSES BY OUTPUT .....</b>	<b>Error! Bookmark not defined.</b>
<b>ANNEX 3: EXPENSES BY DONOR .....</b>	<b>7</b>
<b>ANNEX 4: RISK LOG .....</b>	<b>12</b>
<b>ANNEX 5: ISSUE LOG .....</b>	<b>22</b>
<b>ANNEX 6: Key dates of the IEC 2014 elections Operational Plan .....</b>	<b>24</b>
<b>ANNEX 7: IEC Capacity Development Action Plan .....</b>	<b>25</b>
<b>ANNEX 8: Voter registration turnout per province after 1 month .....</b>	<b>57</b>
<b>ANNEX 9: IEC Training Programs (Q2 2013) .....</b>	<b>59</b>
<b>ANNEX 10: IEC Standard Operations Procedures tracking table .....</b>	<b>61</b>
<b>ANNEX 11: Public Outreach VR Phase I .....</b>	<b>66</b>

## ANNEX 1: FINANCIAL TABLE

### The Interim Donor Report for the Period Jan- Jun 2013 for (Atlas Award ID: 00063078 - (ELECT II))

Annex 1. Financial Table

Donor Name	COMMITMENT/ PREVIOUS YEARS RECORD				CURRENT YEAR (2013)					FUTURE EXPENSES			TOTAL RECEIVABLE		
	Commitment (a)	Revenue Collected- 2012 (b)	Expenses 31/12/2012 (c)	IPSAS Adjustment (d)	Opening Balance= e=(b-c+d)	Contribution Revenue 2013 (f)	Other Revenue (g)	Expenses (h)	Closing Balance l=(e+f+g - h)	UNDP Commitments (Unliquidated Obligations) (j)	IEC Commitments (Unliquidated Obligations) (k)	Undepreciated of fixed Assets and Inventory (l)	(Future Due) M=(a-b-f)	(Past Due) (n)	Available Resources O=(i -j - k-m)
AusAid	10,472,610	5,370,569	1,282,013	-	4,088,556	5,102,041	-	2,141,223	7,049,374	174,522		-	-	-	6,874,851
Denmark	6,517,382	3,181,708	1,326,292	-	1,855,416		-	785,922	1,069,494	301,620		-	3,335,674	-	767,873
DFID	19,101,124	3,189,528	-		3,189,528		-	950,046	2,239,482	2,345,667		-	15,911,596	-	(106,185)
EC	13,404,826	8,442,421	254,651	-	8,187,770		-	1,785,136	6,402,634	496,723		-	4,962,405	-	5,905,911
Germany	5,120,012	5,120,012	523,087	-	4,596,924		-	1,630,009	2,966,915	288,960		-	-		2,677,955
Italy	-	-	-	-	-	-	-	12,086	(12,086)				-		(12,086)
Japan	8,926,995	8,926,995	321,640	-	8,605,355		-	310,780	8,294,575	-	513,979	-	-	-	7,780,596
Norway	2,118,644	1,059,322	-	-	1,059,322		-	15,201	1,044,121	-	723,231	-	1,059,322		320,890
SIDA	4,542,987	1,468,429	-	-	1,468,429	3,074,558	-	2,536,895	2,006,092	-	-	-	-	-	2,006,092
Turkey	-			-	-	1,000,000	-	86,141	913,859						913,859
<b>Total</b>	<b>70,204,580</b>	<b>36,758,984</b>	<b>3,707,684</b>	<b>-</b>	<b>33,051,299</b>	<b>9,176,599</b>	<b>-</b>	<b>10,253,439</b>	<b>31,974,459</b>	<b>3,607,492</b>	<b>1,237,210</b>	<b>-</b>	<b>25,268,997</b>	<b>-</b>	<b>27,129,757</b>

Note:

- The figures provided in the above statement are provisional; the final figures will be known once the 2013 mid-year closure exercise has been completed by end of August 2013.
- Income received in currency other than USD is approximated to USD based on UN- Operational Rate of Exchange applied.

## The Interim Donor Report for the Period Jan- Jun 2013 for (Atlas Award ID: 00043217 & 00057970 - (ELECT I)

### Annex 1.b Financial Table

Donor Name	ACCOUNTS STATUS AS PER (2012)				CURRENT YEAR (2013)				FUTURE EXPENSES			Available Resources N=(i -j - k-m)
	Opening Balance as of 2012 (a)	Contribution Revenue / Transfer (b)	Expenses 31/12/2012 (c)	Closing Balance of 2012 D=(a+b-c)	Rolled-forward 2012 closing balances into 2013	Contribution Revenue / Transfer (f)	Expenses (g)	Closing Balance as of 30th June 2013 H=(e + f - g)	UNDP Commitments (Unliquidated Obligations) (i)	IEC Commitments (Unliquidated Obligations) (J)	Undepreciated of fixed Assets and Inventory (k)	
AusAid	13,602	-	-	13,602	13,602	-	-	13,602	-	-	-	13,602
CIDA***	6,595,645	-	5,904,270	691,375	691,375	-	77,856	613,520	773	-	(405)	613,152
Denmark	48,264		288	47,975	47,975	-	-	47,975	-	-	-	47,975
DFID	14,743		(18,020)	32,763	32,763	-	-	32,763	-	-	-	32,763
Germany	448		(430)	878	878	-	-	878	-	-	-	878
Italy	168,211	(2,600,000)	(3,898,694)	1,466,904	1,466,904	-	-	1,466,904	-	-	-	1,466,904
Japan	29,148		(23,128)	52,277	52,277	-	-	52,277	-	-	-	52,277
Korea	804,141	-	169,840	634,302	634,302	-	49,619	584,683	-	-	-	584,683
Norway	-		(51,233)	51,233	51,233	-	-	51,233	-	-	-	51,233
Turkey	2,026,890		609,028	1,417,862	1,417,862	(1,000,000)	49,711	368,152	-	-	-	368,152
CHE	4,962		-	4,962	4,962	-	-	4,962				4,962
USAID	8,037,806		7,082,326	955,480	955,480		51,894	903,586	2,610	-	-	900,976
<b>Sub Total ELECT I</b>	<b>17,743,860</b>	<b>(2,600,000)</b>	<b>9,774,247</b>	<b>5,369,613</b>	<b>5,369,613</b>	<b>(1,000,000)</b>	<b>229,079</b>	<b>4,140,534</b>	<b>3,383</b>	<b>-</b>	<b>(405)</b>	<b>4,137,555</b>

Note:

- i) The figures provided in the above statement are provisional; the final figures will be available once the 2013 mid-year closure exercise has been completed by end of August 2013.
- ii) Income received in currency other than USD is approximated to USD based on UN- Operational Rate of Exchange applied.
- iii)\*\*\* The CIDA \$613,152 un spent balance will be transfer to GEP II once the final figures known; upon 2013 mid-year closure exercise has been completed by (end of august 2013)

## ANNEX 2: EXPENSES BY OUTPUT

### The Interim Donor Report for the Period Jan- Jun 2013 for (Atlas Award ID: 00063078 - (ELECT II)

#### Annex 2. Expenses by Output

Project Output ID and Description	2013 Budget (AWP)	Expenses (Jan-Mar-2013)	Expenses (Apr-Jun-2013)	Cumulative Expenses (Jan-June 2013)	Delivery Rate
Output 1(00080393)- Institutional, operational and technical capacity of IEC is developed to ensure well organized, future Afghan-led electoral processes	11,580,620	1,866,055	4,126,546	5,992,600	52%
00080394: The quality of the voter registry to support future electoral processes is improved	24,185,160	224,686	1,080,012	1,304,698	5%
00080395: Capacity of the IEC to encourage democratic participation strengthened	7,680,688	187,985	288,064	476,049	6%
00080396: Project Management Costs	16,973,471	845,720	1,323,592	2,169,312	13%
Output 5(ID to be created-The conduct of polling, counting and result management operations by the IEC is improved	607,912				0%
Output 6(ID to be created-Electoral dispute resolution – Provide effective support to the electoral dispute resolution mechanism	380,199				0%
Output -7 (ID to be created): The electoral media regulatory mechanisms are enhanced	455,215	-	-	-	0%
Output-8 (00083558): Human resource and infrastructural capacity of the Independent Election Commission of Afghanistan developed (Japanese support): Linked / contributing to Output 1	5,066,809	68,507	242,272	310,780	6%
<b>Grand Total</b>	<b>66,930,073</b>	<b>3,192,952</b>	<b>7,060,487</b>	<b>10,253,439</b>	<b>15%</b>

This sheet only depicts the expenses without the commitments by UNDP and IEC that are reflected in the summary sheet for ELECT II financials in future contributions

**The Interim Donor Report for the Period Jan- Jun 2013 for / Atlas Award ID: 00043217 & 00057970 - (ELECT I)**

**Annex 2.b. Expenses by Output-ELECT-I**

Project Output ID and Description	2013 Budget (New AWP)***	Expenses (Jan-March- 2013)	Expenses (April-June- 2013)	Cumulative Expenses (Jan- Jun)	Delivery Rates
Output 5 (Project ID 00050324)- IEC Election Materials, Assets & Operations*	-	135,480	16,610.10	152,090	-100%
<b>Sub-total of Output 5:</b>	-	<b>135,480</b>	<b>16,610.10</b>	<b>152,090</b>	<b>-100%</b>
Output 6(00071801)- Support IEC on capacity building and electoral reforms	-	77,330	(340)	76,989	-100%
<b>Sub-total of Output 6:</b>	-	<b>77,330</b>	<b>(340)</b>	<b>76,989</b>	<b>-100%</b>
<b>Grand Total</b>	-	<b>212,809</b>	<b>16,270</b>	<b>229,079</b>	

\*Expenditures related to CIDA belong to 2012 open POs which are settled in 2013.

## ANNEX 3: EXPENSES BY DONOR

### a. The Interim Donor Report for the Period Jan- Jun 2013 for (Atlas Award ID: 00063078 - (ELECT II)

#### Annex 3.a Expenses by Donor-ELECT II

Donor Name	Project Output ID and Description	2013 Budget (New AWP)***	Expenses (Jan-March-2013)	Expenses (April-June-2013)	Cumulative Expenses (Jan-June 2013)	Delivery Rates
AusAID	Output 1(00080393)- Institutional, operational and technical capacity of IEC is developed to ensure well organized, future Afghan-led electoral processes	1,793,486	1,119,934	582,633	1,702,567	95%
	Output 2(00080394)- Support the IEC in the improvement of the voter registry database and system	1,761,818	111,924	90,740	202,664	12%
	Output 3 (Project ID 00080395)- Capacity of the IEC to encourage democratic participation is strengthened	2,002,223	3,045	5,189	8,234	0%
	Output 4 (00080396)- Project management cost	4,135,444	103,384	124,376	227,760	6%
	Output 5 (new ID to be created): The conduct of polling, counting and result management operations by the IEC is improved	245,619				0%
	Output 6 (new ID to be created): The electoral dispute resolution mechanisms of the electoral process are enhanced	380,199				0%
	Output 7 (new ID to be created): The electoral media regulatory mechanisms are enhanced	153,831				0%
<b>Sub-Total</b>		<b>10,472,619</b>	<b>1,338,287</b>	<b>802,938.06</b>	<b>2,141,225</b>	<b>13%</b>
Denmark	Output 1(00080393)- Institutional, operational and technical capacity of IEC is developed to ensure well organized, future Afghan-led electoral processes	224,700	61,327	138,758	200,086	89%
	Output 2(00080394)- Support the IEC in the improvement of the voter registry database and system	385,996			-	0%

Donor Name	Project Output ID and Description	2013 Budget (New AWP)***	Expenses (Jan-March-2013)	Expenses (April-June-2013)	Cumulative Expenses (Jan-June 2013)	Delivery Rates
	Output 3 (Project ID 00080395)- Capacity of the IEC to encourage democratic participation is strengthened	1,003,438			-	0%
	Output 4 (00080396)- Project management cost	3,402,655	316,751	269,086	585,837	17%
	Output 5 (new ID to be created): The conduct of polling, counting and result management operations by the IEC is improved	84,093			-	0%
	Output 7 (new ID to be created): The electoral media regulatory mechanisms are enhanced	99,973			-	0%
<b>Sub-Total</b>		<b>5,200,857</b>	<b>378,078</b>	<b>407,843.90</b>	<b>785,922</b>	<b>15%</b>
DFID	Output 1(00080393)- Institutional, operational and technical capacity of IEC is developed to ensure well organized, future Afghan-led electoral processes	1,073,291	113,181	783,728	896,909	84%
	Output 2(00080394)- Support the IEC in the improvement of the voter registry database and system	13,587,036	-	6,285	6,285	0%
	Output 3 (Project ID 00080395)- Capacity of the IEC to encourage democratic participation is strengthened	17,394				0%
	Output 4 (00080396)- Project management cost	4,247,889	21,411	25,441	46,852	1%
	Output 5 (new ID to be created): The conduct of polling, counting and result management operations by the IEC is improved	278,200				0%
<b>Sub-Total</b>		<b>19,203,811</b>	<b>134,592</b>	<b>815,453.57</b>	<b>950,046</b>	<b>5%</b>
EC	Output 1(00080393)- Institutional, operational and technical capacity of IEC is developed to ensure well organized, future Afghan-led electoral processes	5,111,681	216,561	268,830	485,391	9%
	Output 2(00080394)- Support the IEC in the improvement of the voter registry database and system	3,822,048	111,959	982,988	1,094,947	29%



Donor Name	Project Output ID and Description	2013 Budget (New AWP)***	Expenses (Jan-March-2013)	Expenses (April-June-2013)	Cumulative Expenses (Jan-June 2013)	Delivery Rates
	Output 3 (Project ID 00080395)- Capacity of the IEC to encourage democratic participation is strengthened	3,828,115	44,125	160,672	204,797	5%
<b>Sub-Total</b>		<b>12,761,844</b>	<b>372,645</b>	<b>1,412,490.81</b>	<b>1,785,136</b>	<b>14%</b>
Germany	Output 1(00080393)- Institutional, operational and technical capacity of IEC is developed to ensure well organized, future Afghan-led electoral processes*	85,600	36,582	33,599	70,181	82%
	Output 2(00080394)- Support the IEC in the improvement of the voter registry database and system	1,147,320	803		803	0%
	Output 3 (Project ID 00080395)- Capacity of the IEC to encourage democratic participation is strengthened	323,199	97,154	165,093	262,247	81%
	Output 4 (00080396)- Project management cost	3,041,684	383,195	913,583	1,296,778	43%
<b>Sub-Total</b>		<b>4,597,803</b>	<b>517,734</b>	<b>1,112,275.19</b>	<b>1,630,009</b>	<b>35%</b>
Italy	Output 2(00080394)- Support the IEC in the improvement of the voter registry database and system	497,756			-	0%
	Output 3 (Project ID 00080395)- Capacity of the IEC to encourage democratic participation is strengthened	354,014	43,661	(43,661)	-	0%
	Output 4 (00080396)- Project management cost	615,324	20,980	(8,894)	12,086	2%
<b>Sub-Total**</b>		<b>1,467,094</b>	<b>64,641</b>	<b>(52,555)</b>	<b>12,086</b>	<b>1%</b>
Japan	Output 8 (ID: 00083558): Human resource and infrastructural capacity of the Independent Election Commission of Afghanistan developed (Japanese support): Linked / contributing to Output 1	5,066,809	68,507	242,272	310,780	6%
<b>Sub-Total</b>		<b>5,066,809</b>	<b>68,507</b>	<b>242,272.25</b>	<b>310,780</b>	<b>6%</b>
Norway	Output 1(00080393)- Institutional, operational and technical capacity of IEC is developed to ensure well organized, future Afghan-led electoral processes	57,439	14,431		14,431	25%
	Output 2(00080394)- Support the IEC in the improvement of the voter registry database and system	1,856,136			-	0%

Donor Name	Project Output ID and Description	2013 Budget (New AWP)***	Expenses (Jan- March-2013)	Expenses (April- June-2013)	Cumulative Expenses (Jan- June 2013)	Delivery Rates
	Output 3 (00080395)- Capacity of the IEC to encourage democratic participation is strengthened	1,605		770	770	48%
	Output 4 (00080396)- Project management cost	36,717				0%
	Output 7 (new ID to be created): The electoral media regulatory mechanisms are enhanced	201,411				0%
<b>Sub-Total</b>		<b>2,153,308</b>	<b>14,431</b>	<b>770.40</b>	<b>15,201</b>	<b>1%</b>
SIDA	Output 1(00080393)- Institutional, operational and technical capacity of IEC is developed to ensure well organized, future Afghan-led electoral processes	3,234,422	264,124	2,272,770	2,536,895	78%
	Output 2(00080394)- Support the IEC in the improvement of the voter registry database and system	88,421				0%
	Output 3 (Project ID 00080395)- Capacity of the IEC to encourage democratic participation is strengthened	150,699				0%
	Output 4 (00080396)- Project management cost	1,114,525				0%
<b>Sub-Total</b>		<b>4,588,067</b>	<b>264,124</b>	<b>2,272,770.13</b>	<b>2,536,895</b>	<b>55%</b>
TURKEY	Output 2(00080394)- Support the IEC in the improvement of the voter registry database and system	1,038,629	39,914	46,227	86,141	4%
	Output 4 (00080396)- Project management cost	379,233				0%
<b>Sub-Total</b>		<b>1,417,862</b>	<b>39,914</b>	<b>46,227.46</b>	<b>86,141</b>	<b>6%</b>
<b>Grand Total</b>	<b>Grand total</b>	<b>66,930,073</b>	<b>3,192,952</b>	<b>7,060,487</b>	<b>10,253,439</b>	<b>15%</b>

b. The Interim Donor Report for the Period Jan- Jun 2013 for (Atlas Award ID: 00063078 - (ELECT II)

Annex 3.b. Expenses by Donor-ELECT I

Donor Name	Project Output ID and Description	2013 Budget (New AWP)***	Expenses (Jan- March-2013)	Expenses (April- June-2013)	Cumulative Expenses (Jan- Jun)	Delivery Rates
CIDA	Output 5 (Project ID 00050324)- IEC Election Materials, Assets & Operations*	-	61,246	16,610.10	77,855.73	-100%
<b>Sub-Total</b>		-	<b>61,246</b>	<b>16,610.10</b>	<b>77,856</b>	<b>-100%</b>
Korea	Output 5 (00050324)- IEC Election Materials, Assets & Operations	-	49,619		49,619	
<b>Sub-Total</b>		-	<b>49,619</b>	-	<b>49,618.92</b>	
Turkey	Output 5 (00050324)- IEC Election Materials, Assets & Operations	-	49,711		49,711	-100%
<b>Sub-Total</b>		-	<b>49,711</b>	-	<b>49,710.61</b>	<b>-100%</b>
USAID	Output 5 (Project ID 00050324)- IEC Election Materials, Assets & Operations**	-	(25,095)		(25,095)	-100%
	Output 6(00071801)- Support IEC on capacity building and electoral reforms**	-	77,330	(340)	76,989	-100%
<b>Sub-Total</b>		-	<b>52,234</b>	<b>(340)</b>	<b>51,894</b>	<b>-100%</b>
<b>Grand Total</b>	<b>Grand total</b>	-	<b>212,809</b>	<b>16,270</b>	<b>229,079</b>	<b>-100%</b>

Note:

\*Expenditures related to CIDA belong to 2012 open POs which are settled in 2013.

## ANNEX 4: RISK LOG

The Risk Log identified in the revised ELECT II Project Document (June 2013) comprises detailed and comprehensive risks concerning the project and is the base for this Q2 Risk Log. The Q2 risk log is derived from the Project Document Risk Log and relates only to current/upcoming risks.

The numbering of the risks identified in this Q2 report follows the order of the Project Document Risk Log.

#	Description	Date Identified	Type	Probability	Impact	Countermeasures / Management response	Owner	Last updated	Status
	<b>IEC Leadership</b>								
1	The continued uncertainty of the (re-)appointment of commissioners will result in a lack of a clear and predictable leadership and decision making capability which will reduce the effectiveness of the IEC as an independent organisation.	<i>Project Document revision June 2013</i>	Regulatory	Moderately Likely (3)	Severe (4)	Outside the ability of UNDP or the IEC to control or mitigate against this risk.	<i>External</i>	Q2 2013	Term of Chairman was supposed to expire in April 2013. The President informed that a (re-)appointment of the Chairman will only take place after a new Structures Law is approved.

#	Description	Date Identified	Type	Probability	Impact	Countermeasures / Management response	Owner	Last updated	Status
2	Lack of broad consultative processes to appoint commissioners will raise concerns regarding the impartiality and legitimacy of the electoral process, independence of the IEC, and population's acceptance of the final results.	<i>Project Document revision June 2013</i>	Political / Regulatory	Moderately Likely (3)	Severe (4)	Outside the ability of UNDP or the IEC to control or mitigate against this risk.	<i>External</i>	Q2 2013	It is unsure if all Commissioners will have to be reappointed once a new electoral legal framework is in place.
	<b>Legal electoral framework</b>								
7	Any changes to existing legal framework affecting electoral processes may occur too close to the elections in order for the IEC to harmonize its electoral regulations	<i>Project Document revision June 2013</i>	Regulatory	Likely (4)	Severe (4)	Actively encourage government to conduct any electoral reforms in a timely manner.	<i>external</i>	Q2 2013	Reform of electoral legal framework (Electoral Law; Structures Law) in progress. Urgency to finalize asap

#	Description	Date Identified	Type	Probability	Impact	Countermeasures / Management response	Owner	Last updated	Status
8	<u>Kuchi Constituencies.</u> Changes to the electoral law assigning only ten voting constituencies to the Kuchi population will potentially disenfranchise a significant minority population and negate attempts at gender and minority inclusion for political representation. The ensuing late planning will also impact on the IEC ability to ensure operational inclusion of the Kuchi population and could lead to potential boycott of the elections by this group. It could also risk accusations of lack of protection of voting rights.	<i>Project Document revision June 2013</i>	Regulatory	Likely (4)	Moderate (3)	IEC and international donors need to Wolessi Jirga encourage resolving the issue of Kuchi constituencies in order to allow effective planning and public outreach. IEC and donors need to encourage government to facilitate this aspect of the electoral law in a timely fashion.	<i>external</i>	Q2 2013	The Joint Commission of both Houses is reviewing this clause
	<b>Construction</b>								
9	All planned construction works at HQ and provincial offices may not be completed according to plan.	<i>Project Document revision June 2013</i>	Operational / Security	Unlikely (2)	Moderate (3)	Recruitment of engineering and design staff to be prioritized.  Procurement process to be allocated appropriate resources to ensure contracting firms complete	<i>IEC ELECT II STA Pillar I</i>		Actual construction of provincial offices/warehouses will commence in Q3 2013

#	Description	Date Identified	Type	Probability	Impact	Countermeasures / Management response	Owner	Last updated	Status
	<b>Voter Registration</b>								
14	The “top-up” voter registration is insufficient to establish an improved voter registry and guarantee voting rights	<i>Project Document revision June 2013</i>	Political / Strategic	Very Likely (5)	Severe (4)	<p>Close coordination with Government to facilitate support to “top-up” voter registration plan.</p> <p>Engagement with MoI process to retract voter registration data from e-Tazkira as longer term objective.</p> <p>Effective complaints commission in place to address voting rights complaints.</p>	<p><i>IEC</i></p> <p><i>ELECT II CTA – STA Pillar II</i></p>	Q2 2013	Start of top-up VR commenced on 26 May. Discussions between IEC, MoI, MoCIT, MoF regarding MoU initiated
15	Insecurity at the Voter Registration Centres may deter potential voters to register in a safe and secure environment.	<i>Project Document revision June 2013</i>	Security	Likely (4)	Severe (4)	<p>Close coordination and planning with ANSF (including ongoing security assessments) and implementation of the IEC Security Operation Centres at the HQ and provincial level.</p>	<p><i>IEC</i></p> <p><i>ELECT II STA Pillar II</i></p>	Q2 2013	No security issues have taken place so far since the start of the first phase of the VR campaign
16	Delayed procurement and logistics planning and/or implementation hinders timely arrival of voter registration materials at the voter registration	<i>Project Document revision June 2013</i>	Operational	Unlikely	Severe (4)	<p>Proper procurement and logistics planning. Logistics department to continually track arrival of materiel.</p> <p>ANP to provide security support to road movements.</p>	<p><i>IEC</i></p> <p><i>ELECT II STA Pillar II</i></p>	Q2 2013	On track

#	Description	Date Identified	Type	Probability	Impact	Countermeasures / Management response	Owner	Last updated	Status
17	Voter registration materiel may not arrive/return at its intended destination or be misappropriated due to insecurity or actions of anti-government elements.	<i>Project Document revision June 2013</i>	Security	Moderately Likely (3)	Moderate (3)	IEC Security Coordination Centre to coordinate with ANSF resources to provide escort for VR materiel to final destination.  ANSF to allocate appropriate resources according to its risk assessment of VR Centres.	<i>IEC ELECT II STA Pillar II</i>	Q2 2013	On track
18	IEC is unable to recruit the required number of staff to conduct the voter registration exercise.	<i>Project Document revision June 2013</i>	Socio Cultural	Likely (4)	Severe (4)	Secure the cooperation of influential community figures (including religious and tribal leaders) to encourage qualified people, including women, to work with the IEC.  Deploy voter registration staff in their home districts.  Ensure proper payment for services.	<i>IEC ELECT II STA Pillar II</i>	Q2 2013	On track
19	Data collected through forms not accurate leading to inaccurate voter registration data	<i>Project Document revision June 2013</i>	Operational	Likely (4)	Moderate (3)	Improvement of training and monitoring of VR field staff to have accurate data collection.	<i>IEC ELECT II STA Pillar II</i>	Q2 2013	On track
	<b>Public Outreach</b>								



#	Description	Date Identified	Type	Probability	Impact	Countermeasures / Management response	Owner	Last updated	Status
22	Women's civil society networks have insufficient reach to disseminate targeted messages to all provinces due to cultural marginalization of women that reduces or negates their participation in public life. Significant portion of the voting public uninformed and potentially disenfranchised.	<i>Project Document revision June 2013</i>	Socio Cultural	Very Likely (5)	Severe (4)	IEC and civil society groups to obtain buy-in and seek support and involvement of other electoral stakeholders, including village elders and religious leaders to underscore importance of safeguards for voting rights for women.	<i>IEC ELECT II STA Pillar III</i>	Q2 2013	Specific Public Outreach Strategy and Action Plan developed to encourage women participation
23	Public awareness of electoral processes remains low due to high levels of illiteracy leading to a voting public vulnerable to political	<i>Project Document revision June 2013</i>	Socio Cultural	Very Likely (5)	Moderate (3)	Use of a wide range of non-written materials in voter education campaigns, including stakeholder consultation, broad cast media, face-to-face voter education and mobile theatre.	<i>IEC ELECT II STA Pillar III</i>	Q2 2013	Start of Public Outreach for VR on 15 May. Detailed PO Strategy and Action Plan
	<b>Gender</b>								

#	Description	Date Identified	Type	Probability	Impact	Countermeasures / Management response	Owner	Last updated	Status
29	Gender mainstreaming in planning and implementation of electoral processes and operations is not given serious conceptualization or maintained as a priority.	<i>Project Document revision June 2013</i>	Organizational / Operational	Likely (4)	Moderate (3)	<p>IEC senior management maintains gender mainstreaming as a clear priority in relation to electoral operations.</p> <p>The project strongly supports the IEC to conceptualize and implement gender perspectives as a standard practice incorporated in all planning and implementation of electoral operations based on the IEC gender strategy.</p>	<p><i>IEC</i></p> <p><i>ELECT II STA Pillar III</i></p>	Q2 201a3	Gender mainstreaming strategy in development. Close cooperation ELECT II gender advisor – IEC Gender Unit
30	Institutional gender mainstreaming messages are not resonating in IEC departments due to the deep seated traditional and cultural exclusion of women in professional and public life.	<i>Project Document revision June 2013</i>	Organizational	Likely (4)	Severe (4)	<p>IEC to publically provide strong support and leadership to ensure mandatory inclusion of gender mainstreaming in all internal policies, including recruitment activities.</p> <p>Coordinate the work of the Gender unit/focal point with the Ministry of Women and civil society organizations.</p>	<p><i>IEC</i></p> <p><i>ELECT II STA Pillar I-III</i></p>	Q2 2013	Development of HR Action Plan Gender mainstreaming strategy in development. Close cooperation ELECT II gender advisor – IEC Gender Unit

#	Description	Date Identified	Type	Probability	Impact	Countermeasures / Management response	Owner	Last updated	Status
31	IEC fails to recruit and/or promote qualified female staff to ensure gender balance in the HQ and field structures.	<i>Project Document revision June 2013</i>	Socio Cultural / Organizational	Likely (4)	Severe (4)	Specific incentives may be required to encourage female applicants until such time as gender balance is achieved.  The lack of women participants in the professional life of the IEC requires active promotion by senior staff and encouragement and acceptance of a woman's presence in the workforce. The IEC policy that	<i>IEC ELECT II STA Pillar I-II-III</i>	Q1 2013	Regarding the VR process and the large number of temporary staff recruited, ELECT II constantly encourages the IEC to attract and recruit the appropriate numbers of female staff. For the first phase of the VR, all VR centres have full
	<b>Electoral Budget modality</b>								
33	Preparation for electoral operations delayed due to time-bound activities and procedures being placed on the 'on-budget' modality.  MoF control of funds for operational management of the IEC may result in actual or perceived undermining of the independence of the IEC where funds can be used to support or deny the	<i>Project Document revision June 2013</i>	Strategic	Likely (4)	Moderate (3)	The electoral operations budget should remain under control of the IEC to reduce misuse of funds for political purposes, fraudulent use of funds and to provide more efficient use without the need to confront bureaucratic obstacles within and between different government departments. The IEC should discuss with MoF to at least retain financial responsibility of sensitive and time-bound electoral activities	<i>IEC ELECT II CTA – STA Pillar II</i>	Q2 2013	GARMIN mission deployed to explore on-budget options

#	Description	Date Identified	Type	Probability	Impact	Countermeasures / Management response	Owner	Last updated	Status
34	Lack of / poor mutual cooperation or political will between the different governmental agencies relevant to the electoral process contributes to	<i>Project Document revision June 2013</i>	Strategic	Likely (4)	Severe (4)	As above, or a gradual transition to on-treasury budget processes, maintaining independence of IEC.	IEC <i>ELECT II CTA – STA Pillar II</i>	Q2 2013	NA
	<b>Funding and implementation</b>								
35	Insufficient or delayed donor resources create difficulties to implement operational activities according to tight electoral timetable.	<i>Project Document revision June 2013</i>	Strategic	Moderately Likely (3)	Critical (5)	Proactive resource mobilization together with UNDP CO.  Active donor involvement to ensure budget approvals process remains on target.	IEC <i>ELECT II CTA – STA Pillar IV</i>	Q2 2013	Approval of the revised Project Document in June 2013 now urgently requires donor funding in order to allow essential initiation of procurement. Very
36	Delays in full implementation of the project's internal functions for procurement, HR , finance and resource management	<i>Project Document revision June 2013</i>	Organizational / Operational	Very unlikely (1)	Severe (4)	Proper project management oversight together with UNDP CO	IEC <i>ELECT II CTA – STA Pillar IV</i>	Q2 2013	ELECT II has since Q2 2013 a full Project Management Unit, with Operation Manager and international Finance, Procurement and HR
39	Procurement of goods is delayed and hinders electoral operations within the electoral timeline	<i>Project Document revision June 2013</i>	Operational	Very unlikely (1)	Critical (5)	Proactive, timely and strengthened procurement approach according to UNDP regulations	IEC <i>ELECT II CTA – STA Pillar IV</i>	Q2 2013	Recruitment of 2 electoral procurement specialists in Q2

#	Description	Date Identified	Type	Probability	Impact	Countermeasures / Management response	Owner	Last updated	Status
	<b>Electoral Dispute Resolution Mechanism</b>								
57	Recent rejection by parliament of the proposed revision of the electoral law puts in jeopardy the timely establishment and appointment of the ECC at HQ and provincial level and the appointment of ECC commissioners, which must be undertaken by the end of August 2013. Failure to establish the ECC in a timely manner will result in	<i>Project Document revision June 2013</i>	Regulatory / Political	Moderately Likely (3)	Severe (4)	IEC insist electoral framework for ECC in place asap  Technical and financial resources must be allocated to ensure the ECC can be operational by not later than four months prior to the elections.	<i>EEC ELECT II CTA</i>	Q2 2013	Framework of ECC still unclear
58	Establishment of ECC facilities and provision of technical advice lacks behind the tight deadline	<i>Project Document revision June 2013</i>	Operational	Unlikely (2)	Severe (4)	High priority given and close follow-up given by the project to implementation of ECC establishment.	<i>EEC ELECT II CTA - Pillar I</i>	Q2 2013	Framework of ECC still unclear

#	Description	Date Identified	Type	Probability	Impact	Countermeasures / Management response	Owner	Last updated	Status
59	Preparation for electoral operations delayed due to time-bound activities being placed on the “on-budget” modality.  MoF control of funds for operational management of the ECC may result in actual or perceived undermining of the independence of the ECC.	<i>Project Document revision June 2013</i>	Strategic / Political	Likely (4)	Moderate (3)	The ECC should discuss with MoF to retain financial responsibility of sensitive and time-bound electoral activities, as similar to recommendations for the IEC.	<i>EEC ELECT II CTA Pillar I</i>	Q2 2013	Framework of ECC still unclear
	<b>Media Commission</b>								
62	The Media Commission lacks the proper resources (human, technical, financial), media monitoring methodology and effective sanctioning authority, resulting in ineffectiveness to fulfill its mandate	Operational	Moderately Likely (3)	Moderate	Medium	The project closely assists the IEC in the establishment and support of the Media Commission and commensurate methodology according to its mandate (with effective sanctioning authority), including timely staffing and development of regulations and procedures.  International community raises the	<i>IEC ELECT II CTA – STA Pillar III</i>	Q2 2013	Media Commission Advisor recruited and onboard July 2013

## ANNEX 5: ISSUE LOG

ID	Type	Date Identified	Description	Status/Priority	Status Change Date	Author
1.	Regulatory / Political - Legal reform of the electoral framework	Q2 2012	Uncertainty around electoral legal electoral framework affects electoral procedures, the uncertainty around the appointment of the IEC Chair as well as the establishment of the Electoral Complaints Commission.	High		
2.	Regulatory / Political – IEC Leadership	Q1 2013	Uncertainty around the position of the Chair (term supposedly expired but new appointment subject to approval of the revised Structures Law). UNAMA insists on inclusive appointment process for Commissioners. Unclear if position of CEO also has to be reappointed. Two deputy CEO positions and 3 department head positions vacant.	High		
3.	Regulatory/Operational - On/off budget modalities	Q4 2012	IEC prepared an on/off budget template for each budget line item, including different options of 'on budget modalities'. A GARMIN mission was deployed to explore different on budget approaches for the elections budget	High		
4.	Regulatory	Q2 2013	Establishment of ECC is foreseen on 24 August. However, no clear legal framework yet in place, no funding in place yet.	High		
5.	Security	Q2 2013	Operational Security (VR) IEC premises security: urgent need for upgrades/reinforcements. Issue of Inner Guard Force; Issue armed bodyguards IEC Chair – IEC CEO.	High		

## **ANNEX 6: Key dates of the IEC 2014 elections Operational Plan**

August 2013: Establishment of Central and Provincial Electoral Complaints Commissions

16 September – 6 October 2013: Candidate Nomination for Presidential and Provincial Councils elections

17 October 2013: Establishment of the Media Commission

19 October – 9 November 2013: Corrections and adjudication of challenges against nominated candidates

17 November 2013 – 2 April 2014: Political Campaign Period

### **5 April 2014: Election Day**

6 April - 20 Apr 2014: Counting of votes of Presidential Election

24 April 2014: Announcement of preliminary results of the Presidential Election

7 April – 27 April 2014: Complaints Period of Presidential Election

7 April – 7 May 2014: Adjudication of complaints of Presidential Election by ECC

8 May 2014: Final decision of the ECC and its submission to the IEC

14 May 2014: Announcement of final results of the Presidential Election

22 May 2014: Commencement of new Presidential Term

28 May 2014: Presidential Election possible Run Off

7 June 2014: Announcement of final results of the Provincial Councils Election



## ANNEX 7: IEC Capacity Development Action Plan

On the basis of the recent IEC Capacity Development Assessment (CDA) report dated April 2013, the organization has prepared a comprehensive Capacity Development Action Plan (CDAP). The action plan covers all the interventions to bridge the gaps and discrepancies at institutional, organizational and individual level. IEC aims to implement CDAP from June 2013 until December 2015.

COVERAGE	ACTIVITIES	RESPONSIBILITY CENTER	TIMEFRAME
<b>The Commission</b>	<b>Non-Training Needs</b>		
To be agreed with the members of the future Commission  (based on the assumption that after the adoption of the structure law several or all commissioners are new to the job)	Provision of high-level policy advice, support and assistance to the Chairman and the Commissioners to structure the work of the commission with regard to: <ul style="list-style-type: none"> <li>Internal distribution of labor</li> <li>Work flow</li> <li>Preparation of SOPs and working procedures</li> </ul>	ELECT Senior Policy Advisor and Chief Technical Advisor	3 <sup>rd</sup> quarter 2013 till 2 <sup>nd</sup> quarter 2014
	<b>Training Needs</b>		
	Competency-based seminar on election policy and decision-making	Training Department and ELECT Senior Policy Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Seminar on electoral law and operational election preparation	Training Department and ELECT Senior Policy Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Seminar on Management and Strategic Leadership Training	Training Department and ELECT Senior Policy Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Executive seminar on <ul style="list-style-type: none"> <li>Afghanistan's commitment in International Laws and Treaties (overseas)</li> <li>Principle of democratic Governance</li> </ul>	Training Department and ELECT Senior Policy Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Participation or attendance to high level election-related conferences, for a or other learning events	Training Department and ELECT Senior Policy Advisor	2013 to 2015
<b>The Secretariat</b>	<b>Non-Training Needs</b>		
	Progress monitoring of IEC's Strategic Plan 2011-2016	CEO, Head-PPSU, all Department Heads and ELECT Advisors	On-going / continuing process
	Revision, modification, development or implementation of Standard Operating Procedures (SOPs) in all Departments	All Department Heads and ELECT Advisors	On-going / continuing process
	Development of a Knowledge Management Information System (KMIS)	CEO, Head CITS and ELECT IT Advisors	4 <sup>th</sup> quarter 2013

	Strengthening of IEC's core business processes through the establishment of an integrated Enterprise Resource Planning (ERP) System	CEO, DCEOs, all Department Heads and ELECT Advisors	3 <sup>rd</sup> and 4 <sup>th</sup> quarter 2013
	Improving organizational performance and strengthening core values, mindsets and culture through periodic monitoring and evaluation	CEO, DCEOs, Head of HR and Training Departments and ELECT Advisors	On-going / continuing
	<b>Training Needs</b>		
	Advanced Training on Strategic Leadership and Total Quality Management for the CEO, DCEOs, and Department Heads / Deputies	Head of Training Department and ELECT Training / Capacity Development Advisor	4 <sup>th</sup> quarter 2013
	Competency-based training on Electoral Administration, Operations and Management for CEOs, DCEOs, and Department Heads / Deputies and PEOs	Head of Training Department and ELECT Training / Capacity Development Advisor	4 <sup>th</sup> quarter 2013 – 3 <sup>rd</sup> quarter 2014
	Basic and / or Advanced Skills-based training on Planning, Organizing, Coordination and Technical Writing for Department Heads / Deputies and Provincial Electoral Officers (PEOs)	Head of Training Department and ELECT Training / Capacity Development Advisor	4 <sup>th</sup> quarter 2013
	Basic and /or Advanced Skills-based training government and project-related budgeting, financial planning and management for Department Heads / Deputies and PEOs	Head of Training Department and ELECT Training / Capacity Development Advisor	4 <sup>th</sup> quarter 2013
	Provision of ELECT II Project Educational Grant to IEC HQ / Provincial permanent personnel and staff for the completion of Bachelor's or Master's degree	Head of Training Department and ELECT Training / Capacity Development Advisor	On-going / continuing process
	Continued provision of English Language Proficiency for permanent HQ / Provincial personnel and staff	Head of Training Department and ELECT Training / Capacity Development Advisor	On-going / continuing process
	Educational grants for higher education for mid-level / senior level staff members	Head of Training Department and ELECT Training / Capacity Development Advisor	2013-2015 / continuing and on-going
<b>The Departments</b>			
<b>Training &amp; Capacity Building</b>			

	Non-Training Needs		
	SOP on Training Cycle & Development and Learning Management	Head of Training Department and ELECT Training / Capacity Development Advisor	3 <sup>rd</sup> quarter 2013
	SOP on ELECT Project Educational Grants	Head of Training Department and ELECT Training / Capacity Development Advisor	3 <sup>rd</sup> quarter 2013
	SOP on Training Monitoring and Evaluation Scheme	Head of Training Department and ELECT Training / Capacity Development Advisor	3 <sup>rd</sup> quarter 2013
	Training Needs		
	Basic knowledge and / or advanced skills training in Training Cycle and Development for HQ / Provincial Trainers specifically on the following:  Training Needs Assessment Training Design Instructional Materials and Curriculum Development Training Implementation and Management Training Monitoring & Evaluation Managing Learning Events Presentation & Facilitation Data Gathering Tools and Techniques	Head of Training Department and ELECT Training / Capacity Development Advisor	4 <sup>th</sup> quarter 2013
	Basic Technical Writing training	Head of Training Department and ELECT Training / Capacity Development Advisor	4 <sup>th</sup> quarter 2013
	Orientation training on Basic Human Resource Development	Head of Training Department and ELECT Training / Capacity Development Advisor	3 <sup>rd</sup> quarter 2013
	Basic Project Development and Management training	Head of Training Department and ELECT Training / Capacity Development Advisor	1 <sup>st</sup> quarter 2014
	Basic English Language Proficiency Training	Head of Training Department and ELECT Training / Capacity Development Advisor	On-going / continuing process
	Continuation of all BRIDGE training courses	Head of Training Department and ELECT Training / Capacity Development Advisor	2013-2015
	Provision of ELECT II Project Educational Grant to IEC HQ / Provincial permanent personnel and staff for the completion of Bachelor's or Master's degree	Head of Training Department and ELECT Training / Capacity Development Advisor	2013-2015
	Continuation of all Election-related training activities (voter registration, candidate nomination, elections)	Head of Training Department and ELECT Training / Capacity Development Advisor	2013-2015
Legal	Training Needs		
	Seminar on International	Head of Training Department	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013

	Commitments of Afghanistan -International agreements ratified by Afghanistan	and ELECT Legal Advisor	
	Advanced Training on Constitutional Law and Afghan Constitutional law	Head of Training Department and ELECT Legal Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Advanced Training on Administrative Law	Head of Training Department and ELECT Legal Advisor	1 <sup>st</sup> quarter 2014
	Specialized Training on Human Rights Law	Head of Training Department and ELECT Legal Advisor	1 <sup>st</sup> quarter 2014
	Specialized and Advanced Training on Electoral Law – Dispute Resolution, Conflict Mediation	Head of Training Department and ELECT Legal Advisor	2 <sup>nd</sup> quarter 2014
	Advanced Training on Legal Analysis and Writing	Head of Training Department and ELECT Legal Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2014
	Specialized Training on Legal Procedures and Processes	Head of Training Department and ELECT Legal Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2014
	Basic English Language Proficiency Training	Head of Training Department	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2014
<b>External Relations</b>		<b>Non-Training Needs</b>	
	SOP on Media Relations (working with the media)	Head of ERD and ELECT Advisor	3 <sup>rd</sup> quarter 2013
	SOP on Organizing Stakeholders' Meeting	Head of ERD and ELECT Advisor	3 <sup>rd</sup> quarter 2013
	SOP on Internal Communication and Coordination (ERD & CEO's office)	Head of ERD and ELECT Advisor	3 <sup>rd</sup> quarter 2013
	SOP on IEC's Open Door Policy	Head of ERD and ELECT Advisor	3 <sup>rd</sup> quarter 2013
	SOP on IEC's Website Management (ERD and CITS Department)	Head of ERD and ELECT Advisor	3 <sup>rd</sup> quarter 2013
	SOP on IEC's Crisis Communication & Management	Head of ERD and ELECT Advisor	3 <sup>rd</sup> quarter 2013
	<b>Training Needs</b>		
	Basic and / or Advanced Training on Writing and Editorial	Head of Training Department and ELECT Advisor	4 <sup>th</sup> quarter 2013
	Basic and / or Specialized Training on Social Media and Digital Applications	Head of Training Department and ELECT Advisor	1 <sup>st</sup> quarter 2014
	Basic and/or Advanced Training on Client / Stakeholder and People Management	Head of Training Department and ELECT Advisors	2 <sup>nd</sup> quarter 2014
	Basic English Language Proficiency Training	Head of Training Department and ELECT Advisors	On-going / continuing process

Planning & Procedures		Training Needs	
	Electoral Processes and Procedures Writing	Head of Training Department and ELECT Advisor	4 <sup>th</sup> quarter 2013
	Planning, Organizing and Coordination	Head of Training Department and ELECT Advisor	4 <sup>th</sup> quarter 2013
	English Proficiency Training – Writing, Reading and Speaking	Head of Training Department	Continuing and on-going process
Public Outreach		Non - Training Needs	
	SOP on Public outreach / awareness or advocacy materials approval process and / or mechanism	Head of POD and ELECT Public Outreach Advisor	3 <sup>rd</sup> quarter 2013
	Training Needs		
	Basic Training - Introduction to Public Awareness and Engagement – Foundational Course	Head of Training Department and ELECT Advisor	4 <sup>th</sup> quarter 2013
	Basic knowledge and advanced skills training on Writing, Messaging and Editorial	Head of Training Department and ELECT Advisor	4 <sup>th</sup> quarter 2013
	Advanced training on Stakeholders' Participation and Analysis	Head of Training Department and ELECT Advisor	4 <sup>th</sup> quarter 2013
	Basic skills training on Project Development and Management	Head of Training Department and ELECT Advisor	1 <sup>st</sup> quarter 2014
	Basic training on Community Participation and Mobilization	Head of Training Department and ELECT Advisor	1 <sup>st</sup> quarter 2014
	Basic knowledge and advanced skills training Presentation and Facilitation Tools and Techniques for PO Provincial Trainers	Head of Training Department and ELECT Advisor	1 <sup>st</sup> quarter 2014
	Basic knowledge and advanced skills training on Communication Tools and Techniques	Head of Training Department and ELECT Advisor	1 <sup>st</sup> quarter 2014
	Basic English Language Proficiency Training	Head of Training Department	On-going / continuing process
Field Operations (34 Provinces)		Training Needs	
	ArcGIS Server configuration and online mapping management	GIS Officer and IT Web Manager	3 <sup>rd</sup> quarter 2013 - 2014
	Arc GIS SDE / SQL Server configuration	GIS Officer	3 <sup>rd</sup> quarter 2013 - 2014
	Online mapping publishing	GIS Officer and Associates	4 <sup>th</sup> quarter 2013

	Polling Center locations verification / correction using online mapping	GIS Officers and Associates	4 <sup>th</sup> quarter 2013
	Basic GIS knowledge training, how map is created, how to access dynamic map online	Provincial and District Staff	4 <sup>th</sup> quarter 2013
	GIS System management	GIS and IT Staff	On-going / continuing process
	Basic knowledge and advanced skills training on Administration, Finance and Operations for all FO staff and PEOs	Head of Training Department and ELECT Advisors	4 <sup>th</sup> quarter 2013
	Basic Skills Training on Procurement and Contract Management	Head of Training Department and ELECT Advisors	4 <sup>th</sup> quarter 2013
	Basic knowledge training on Human Resource Management	Head of Training Department and ELECT Advisors	4 <sup>th</sup> quarter 2013
	Basic skills training on Logistics and Assets Management	Head of Training Department and ELECT Advisors	4 <sup>th</sup> quarter 2013
	Basic skills training on Public Relations and Engagement	Head of Training Department and ELECT Advisors	1 <sup>st</sup> quarter 2014
	Basic English Language Proficiency Training	Head of Training Department and ELECT Advisors	On-going / continuing process
<b>Administration &amp; Finance</b>	<b>Non-Training Needs</b>		
	SOP on Financial Management Procedures	Head of Admin & Finance and ELECT Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	SOP on Operational Advances in HQ and Provincial Offices	Head of Admin & Finance and ELECT Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	SOP on IEC Internal Control Mechanisms for Operations, Administration and Finance and Oversight Project Financial Management Procedures	Head of Admin & Finance and ELECT Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	SOP on Procurement and Contract Management Procedures in HQ and Provincial Offices	Head of Admin & Finance and ELECT Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	SOP on Core Business Processes (Budgeting, Accounting and Auditing) Timeline in HQ and Provincial Offices	Head of Admin & Finance and ELECT Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	SOP on Reporting and Accountability Mechanisms in HQ and Provincial Offices	Head of Admin & Finance and ELECT Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	<b>Training Needs</b>		
	Advanced skill training on Accounting Cycle:	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> quarter 2013

	<ul style="list-style-type: none"> <li>-Source Documents</li> <li>-Journal Entries</li> <li>-General Ledgers</li> <li>-Trial Balances</li> <li>-Adjusting Entries</li> <li>-Financial Statements</li> <li>-Closing Entries (Accounts)</li> <li>-GoIRA Rules, Regulations and Procedures</li> </ul>		
	<p>Advanced skills training on Project Finance Management:</p> <ul style="list-style-type: none"> <li>-Execution / Implementation modalities (emphasis on NIM)</li> <li>-Applicable (UNDP or GoIRA) policies, rules, regulations and procedures</li> <li>-Roles and Responsibilities</li> <li>-Workflows (process mapping)</li> <li>-Key control points</li> </ul>	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> quarter 2013
	<p>Advanced skills training on Budgeting:</p> <ul style="list-style-type: none"> <li>-Workplan</li> <li>-Budgetary Controls</li> <li>-Budget Analysis and Reporting</li> <li>- Budget SOP</li> <li>-GoIRA Rules, Regulations and Procedures</li> <li>-Gender budgeting</li> </ul>	Head of Training Department and ELECT Advisors	4 <sup>th</sup> quarter 2013
	<p>Advanced skills training on Expenditure Management:</p> <ul style="list-style-type: none"> <li>-Commitments and Obligations</li> <li>-Recognizing Expenditures</li> <li>-Analysis and Reporting</li> </ul>	Head of Training Department and ELECT Advisors	4 <sup>th</sup> quarter 2013
	<p>Advanced skills training on Cash Management &amp; Operational Advances:</p> <ul style="list-style-type: none"> <li>-Policy Guidelines (issues and concerns)</li> <li>-Internal Control</li> <li>-Recording, Reconciliation and Reporting</li> </ul>	Head of Training Department and ELECT Advisors	4 <sup>th</sup> quarter 2013
	<p>Advanced skills training on Control Environments:</p> <ul style="list-style-type: none"> <li>-Elements of the Control Environment</li> <li>-Tools for Assessing the Control Environment</li> </ul>	Head of Training Department and ELECT Advisors	1 <sup>st</sup> quarter 2014
	<p>Basic knowledge and skills training on Key Control Points in Project</p>	Head of Training Department and ELECT Advisors	1 <sup>st</sup> quarter 2014

	Life Cycle:  -Governance -Operational		
	Advanced skills training on Designing Effective Internal Control:  -Project Budget -Expenditure and Commitments -Procurement -Assets / Petty Cash -Facilities	Head of Training Department and ELECT Advisors	2 <sup>nd</sup> -3 <sup>rd</sup> quarter 2014
	Advanced skills training on Assessing the Effectiveness of the Internal Control:  -Assessment programme / worksheet -Assessment tools / parameters	Head of Training Department and ELECT Advisors	2 <sup>nd</sup> -3 <sup>rd</sup> quarter 2014
	Basic training on Self-Assessment Checklist:  -Based on the control points in the project life cycle	Head of Training Department and ELECT Advisors	2 <sup>nd</sup> -3 <sup>rd</sup> quarter 2013
	Skills training on Oversight Mechanisms:  -Spot Check -Regular Internal Audit -External Audit	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2014
	Basic English Language Proficiency Training	Head of Training Department	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2014
	Basic training - Introduction to Government Procurement – Overview and Salient Features of the GoIRA Procurement Law  -Purpose and Coverage -Declaration of Policy -Governing Principles on Government Procurement -Scope and Application -Terminologies -Standard Procurement Processes and Forms	Head of Training Department and ELECT Advisors	4 <sup>th</sup> quarter 2013
	Skills training on Procurement Planning  -Annual Procurement Planning -Procurement Planning and Budget Allocation -Annual Procurement Plan (APP): Preparation, Submission, Approval and Execution - APP Monitoring	Head of Training Department and ELECT Advisors	4 <sup>th</sup> quarter 2013



	<p>Skills training on Competitive Bidding</p> <ul style="list-style-type: none"> <li>-Guiding Principles, Policy and Coverage</li> <li>-Types</li> <li>-Processes</li> </ul>	Head of Training Department and ELECT Advisors	4 <sup>th</sup> quarter 2013
	<p>Basic training on Bids and Award Committee</p> <ul style="list-style-type: none"> <li>-Selection, Appointment and Composition</li> <li>-Structure</li> <li>-Functions</li> <li>-Duties and Responsibilities of Committee Members</li> <li>-Secretariat (if any)</li> <li>-Meetings and Activities</li> <li>-Quorum</li> <li>-Observers / responsibilities</li> <li>-Code of Ethics</li> <li>-Conflict of Interest / Disclosure of Relations</li> </ul>	Head of Training Department and ELECT Advisors	4 <sup>th</sup> quarter 2013
	<p>Skills training on the Preparation of Bidding Documents</p> <ul style="list-style-type: none"> <li>-Forms and Contents</li> <li>-Access to Information</li> </ul>	Head of Training Department and ELECT Advisors	1 <sup>st</sup> quarter 2014
	<p>Basic training on Invitation to Bid</p> <ul style="list-style-type: none"> <li>-Pre-Bid Conference</li> <li>-Contents and Advertising of the Bid Document</li> </ul>	Head of Training Department and ELECT Advisors	1 <sup>st</sup> quarter 2014
	<p>Basic training on Receipt and Opening of Bids</p> <ul style="list-style-type: none"> <li>-Eligibility Requirements (goods and services)</li> <li>-Submission and Receipt of Bids</li> </ul>	Head of Training Department and ELECT Advisors	1 <sup>st</sup> quarter 2014
	<p>Skills training on the Modification and Withdrawal of Bids</p>	Head of Training Department and ELECT Advisors	2 <sup>nd</sup> quarter 2014
	<p>Skills training on the Bid Evaluation</p> <ul style="list-style-type: none"> <li>-Preliminary Examination of Bids</li> <li>-Bid Prices Threshold</li> <li>-Evaluation Process</li> <li>-Post Qualification</li> <li>-Failure of Bidding</li> </ul>	Head of Training Department and ELECT Advisors	2 <sup>nd</sup> quarter 2014
	<p>Skills training on the Award, Implementation, Management and Termination of Contract</p>	Head of Training Department and ELECT Advisors	2 <sup>nd</sup> quarter 2014
	<p>Basic training on Domestic and International Procurement</p>	Head of Training Department and ELECT Advisors	2 <sup>nd</sup> quarter 2014
	<p>Basic training on Alternative Methods of Procurement</p>	Head of Training Department and ELECT Advisors	2 <sup>nd</sup> quarter 2014

	Skills training on the Complaints and Protests Finality of Decision Settlement of Disputes	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> quarter 2014
	Basic training on Contract Prices and Warranties	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> quarter 2014
	Basic training on Procurement Offenses and Penalties	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic orientation training about the Government Procurement Policy Unit (PPU)  -Function and Composition -Duties and Responsibilities	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic training on Asset Management – Foundational Course  -Organization objectives -Relationship of asset to service and product delivery in an asset dependent organization -Integration and interdependencies of roles and responsibilities -Concept of vertical and horizontal alignment -Quality Asset Management -Key business processes and drivers and asset management issues -Systems Thinking -GoIRA Rules, Regulations and Procedures	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Skills training on Asset Management Decision-Making	Head of Training Department and ELECT Advisors	1 <sup>st</sup> – 2 <sup>nd</sup> quarter 2014
	Skills training on Resource Allocation for Asset Management Activities	Head of Training Department and ELECT Advisors	1 <sup>st</sup> – 2 <sup>nd</sup> quarter 2014
	Basic training on Asset Data and Knowledge Management Requirements	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> quarter 2014
	Skills training on Risk Management, Contingency and Business Continuity Planning	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> quarter 2014
<b>Human Resources</b>	<b>Non-Training Needs</b>		
	HRD Strategy and Plan	Head of HR Department and ELECT HRD Advisor	4 <sup>th</sup> quarter 2013
	SOP on HR Policies and Procedures in HQ and Provincial Offices	Head of HR Department and ELECT HRD Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013

	SOP on HR Annual Planning and Budgeting Procedures in HQ and Provincial Offices	Head of HR Department and ELECT HRD Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	SOP on HR Reporting and Accountability Mechanisms in HQ and Provincial Offices	Head of HR Department and ELECT HRD Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	SOP on HR Performance Appraisal & Evaluation Processes and Procedures	Head of HR Department and ELECT HRD Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	SOP on HR-related Project Management Processes and Procedures (NIM)	Head of HR Department and ELECT HRD Advisor	4 <sup>th</sup> quarter 2013
	SOP on the Personnel / HR Management Information System (PMIS or HRMIS)	Head of HR Department and ELECT HRD Advisor	2014-2015
	SOP on IEC female staff development policies	Head of HR Department and ELECT HRD Advisor	4 <sup>th</sup> quarter 2013
	<b>Training Needs</b>		
	Basic training on Human Resource Development  -Overview and Concepts -Organization Development -Training and Development -Career Development -GoIRA Civil Service Law -CSC Policies, Rules and Procedures	Head of Training Department and ELECT Advisors	4 <sup>th</sup> quarter 2013
	Skills training on Human Resource Management  -HR Research, Needs Assessment and Planning -HR Information System -Pay and Grading -Compensation, Remuneration and Benefits -Personnel Management and Assistance -Recruitment, Selection and Appointment / Hiring -Performance Management System -Job Design and Classification	Head of Training Department and ELECT Advisors	4 <sup>th</sup> quarter 2013
	Advanced skills training for HR Professionals	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Advanced Leadership Development skills training for HR Professionals	Head of Training Department and ELECT Advisors	2014
	HR Certification Program	Head of Training Department	2014

	for permanent HR staff and personnel	and ELECT Advisors	
	Strategic Human Resource Management advanced skills training	Head of Training Department and ELECT Advisors	2014
	Skills training on Workforce Planning and Management	Head of Training Department and ELECT Advisors	2014
	Basic English Language Proficiency Training	Head of Training Department	On-going / continuing process
<b>Communication, Information Technology and Systems</b>	<b>Non-Training Needs</b>		
	Access Policy for Data Center	Head of CITS and ELECT IT Advisors	3 <sup>rd</sup> quarter 2013
	SOP on Backup & Disaster Recovery	Head of CITS and ELECT IT Advisors	4 <sup>th</sup> quarter 2013
	SOP on Email / User Account Creation Password Management Policy for Servers	Head of CITS and ELECT IT Advisors	3 <sup>rd</sup> quarter 2013
	SOP on Data Management and Archiving	Head of CITS and ELECT IT Advisors	3 <sup>rd</sup> quarter 2013
	Helpdesk Policy and Recording SOP	Head of CITS and ELECT IT Advisors	3 <sup>rd</sup> quarter 2013
	Data Center Operating SOP	Head of CITS and ELECT IT Advisors	3 <sup>rd</sup> quarter 2013
	SOP on Data Center & Data Management Policy	Head of CITS and ELECT IT Advisors	3 <sup>rd</sup> quarter 2013
	SOP on the use of ICT Resources	Head of CITS and ELECT IT Advisors	3 <sup>rd</sup> quarter 2013
	<b>Training Needs</b>		
	PRINCE 2 (Involved in several critical activities simultaneously. A training focusing on project/time management will be effective)	Head of Training Department and ELECT Advisors	4 <sup>th</sup> quarter 2015
	ICT governance by ISACA	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	MCITP 2012	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Archive and File Management and Knowledge Repositories	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Oracle Certified Associate, Java SE 7 Programmer-I (OCA-JP 7)	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Microsoft certified training on .Net platform and Microsoft SQL training	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Service Delivery / Service Management	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013

	Helpdesk Management Systems	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	MCSE with focus on Operating system Support	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Motorola VHF radio programming	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	ITIL Foundation (Introductory – Internal)	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic English Language Proficiency Training	Head of Training Department	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
<b>Logistics</b>	<b>Training Needs</b>		
	Electoral Logistics Operations	Head of Training Department and ELECT Logistics Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Facility Management , Maintenance, and Utility Services Administration	Head of Training Department and ELECT Logistics Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Import Custom Clearance & Tax Exemption Procedures	Head of Training Department and ELECT Logistics Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	International Procurement Procedures focused on Logistics	Head of Training Department and ELECT Logistics Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Warehouse Operations & Management	Head of Training Department and ELECT Logistics Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Planning, Organizing & Coordination	Head of Training Department and ELECT Logistics Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2014
	Monitoring and Reporting	Head of Training Department and ELECT Logistics Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2014
	Safety Driving & Vehicle Maintenance	Head of Training Department and ELECT Logistics Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2014
	Generator Maintenance	Head of Training Department and ELECT Logistics Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2014
	Basic English Language Proficiency Training	Head of Training Department	On-going / continuing process
<b>Gender Unit</b>	<b>Non-Training Needs</b>		
	Anti- harassment work policy -Safety and security of women in workplace	Head of Gender Unit and ELECT Gender Advisor	4 <sup>th</sup> quarter 2014
	SOP on gender-sensitive recruitment	Head of Gender Unit and ELECT Gender Advisor	3 <sup>rd</sup> quarter 2013
	SOP regarding involvement of gender unit in all IEC planning activities	Head of Gender Unit and ELECT Gender Advisor	4 <sup>th</sup> quarter 2013
	SOP on gender sensitive budgeting	Head of Gender Unit and ELECT Gender Advisor	4 <sup>th</sup> quarter 2013
	SOP on gender sensitive	Head of Gender Unit and ELECT Gender Advisor	3 <sup>rd</sup> quarter 2013

	/ gender segregated data collection		
	<b>Training Needs</b>		
	Introduction to Gender Equality  -Afghanistan Context -GoIRA Gender Based Policies International Commitments in particular ICCPR -CEDAW or Committee on Eliminating all forms of Discrimination Against, concluding comments, general recommendations Women, UNSCR 1325 and 1820 and other subsequent resolutions on women, peace and security  -Gender Based Violence -Human Rights Based Approach -Good governance -International experiences of post conflict countries on promoting women's participation in elections	Head of Training Department and ELECT Gender Advisor	1 <sup>st</sup> quarter 2014
	Concepts of Sex and Gender  -Gender and Development -Gender and Electoral Issues (BRIDGE Gender Module) -Gender Mainstreaming -Gender analysis -Gender Budgeting -Affirmative actions	Head of Training Department and ELECT Gender Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Management Skills -Report writing -Developing and implementing-Monitoring and evaluation framework -Leadership and Mentoring -Planning and implementation -Proposal development  -Supervision and mentoring -Strategic planning and development	Head of Training Department and ELECT Gender Advisor	1 <sup>st</sup> quarter 2014
	Basic English Language Proficiency Training	Head of Training Department	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
<b>Security Unit</b>	<b>Non-Training Needs</b>		
	Business Continuity / Working Hours Policy	Head of Security Unit and ELECT Security Advisor	3 <sup>rd</sup> quarter 2013
	Weapons Policy	Head of Security Unit and ELECT Security Advisor	3 <sup>rd</sup> quarter 2013
<b>Training Needs</b>			

	Basic Security Operations -Expected work outputs -Knowledge of information accessibility – where to find necessary information -Roles and responsibilities -Reporting lines -Introduction to IEC -Risk management -Physical security design	Head of Training Department and ELECT Security Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Supervisory -Performance appraisal/evaluation process -Supervisor and subordinate relationship objectives. -Performance indicators	Head of Training Department and ELECT Security Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Management GIRoA rules, regulations and procedures Finance management -Security assessments -- Spot checks, internal audits -Report writing	Head of Training Department and ELECT Security Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic English Language Proficiency Training	Head of Training Department	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013

COVERAGE	ACTIVITIES	RESPONSIBILITY CENTER	TIMEFRAME
<b>The Commission</b>	<b>Non-Training Needs</b>		
To be agreed with the members of the future Commission  (based on the assumption that after the adoption of the structure law several or all commissioners are new to the job)	Provision of high-level policy advice, support and assistance to the Chairman and the Commissioners to structure the work of the commission with regard to: <ul style="list-style-type: none"> <li>• Internal distribution of labor</li> <li>• Work flow</li> <li>• Preparation of SOPs and working procedures</li> </ul>	ELECT Senior Policy Advisor and Chief Technical Advisor	3 <sup>rd</sup> quarter 2013 till 2 <sup>nd</sup> quarter 2014
	<b>Training Needs</b>		
	Competency-based seminar on election policy and decision-making	Training Department and ELECT Senior Policy Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Seminar on electoral law and operational election preparation	Training Department and ELECT Senior Policy Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Seminar on Management and Strategic Leadership Training	Training Department and ELECT Senior Policy Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013

	Executive seminar on <ul style="list-style-type: none"> <li>Afghanistan's commitment in International Laws and Treaties (overseas)</li> <li>Principle of democratic Governance</li> </ul>	Training Department and ELECT Senior Policy Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Participation or attendance to high level election-related conferences, for a or other learning events	Training Department and ELECT Senior Policy Advisor	2013 to 2015
<b>The Secretariat</b>	<b>Non-Training Needs</b>		
	Progress monitoring of IEC's Strategic Plan 2011-2016	CEO, Head-PPSU, all Department Heads and ELECT Advisors	On-going / continuing process
	Revision, modification, development or implementation of Standard Operating Procedures (SOPs) in all Departments	All Department Heads and ELECT Advisors	On-going / continuing process
	Development of a Knowledge Management Information System (KMIS)	CEO, Head CITS and ELECT IT Advisors	4 <sup>th</sup> quarter 2013
	Strengthening of IEC's core business processes through the establishment of an integrated Enterprise Resource Planning (ERP) System	CEO, DCEOs, all Department Heads and ELECT Advisors	3 <sup>rd</sup> and 4 <sup>th</sup> quarter 2013
	Improving organizational performance and strengthening core values, mindsets and culture through periodic monitoring and evaluation	CEO, DCEOs, Head of HR and Training Departments and ELECT Advisors	On-going / continuing
	<b>Training Needs</b>		
	Advanced Training on Strategic Leadership and Total Quality Management for the CEO, DCEOs, and Department Heads / Deputies	Head of Training Department and ELECT Training / Capacity Development Advisor	3 <sup>rd</sup> quarter 2013
	Competency-based training on Electoral Administration, Operations and Management for CEOs, DCEOs, and Department Heads / Deputies and PEOs	Head of Training Department and ELECT Training / Capacity Development Advisor	3 <sup>rd</sup> -4 <sup>th</sup> quarter 2013
	Basic and / or Advanced Skills-based training on	Head of Training Department and ELECT	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013



	Planning, Organizing, Coordination and Technical Writing for Department Heads / Deputies and Provincial Electoral Officers (PEOs)	Training / Capacity Development Advisor	
	Basic and /or Advanced Skills-based training government and project-related budgeting, financial planning and management for Department Heads / Deputies and PEOs	Head of Training Department and ELECT Training / Capacity Development Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Provision of ELECT II Project Educational Grant to IEC HQ / Provincial permanent personnel and staff for the completion of Bachelor's or Master's degree	Head of Training Department and ELECT Training / Capacity Development Advisor	On-going / continuing process
	Continued provision of English Language Proficiency for permanent HQ / Provincial personnel and staff	Head of Training Department and ELECT Training / Capacity Development Advisor	On-going / continuing process
	Educational grants for higher education for mid-level / senior level staff members	Head of Training Department and ELECT Training / Capacity Development Advisor	2013-2015
<b>The Departments</b>			
<b>Training &amp; Capacity Building</b>	<b>Non-Training Needs</b>		
	SOP on Training Cycle & Development and Learning Management	Head of Training Department and ELECT Training / Capacity Development Advisor	3 <sup>rd</sup> quarter 2013
	SOP on ELECT Project Educational Grants	Head of Training Department and ELECT Training / Capacity Development Advisor	3 <sup>rd</sup> quarter 2013
	SOP on Training Monitoring and Evaluation Scheme	Head of Training Department and ELECT Training / Capacity Development Advisor	3 <sup>rd</sup> quarter 2013
	<b>Training Needs</b>		
	Basic knowledge and / or advanced skills training in Training Cycle and Development for HQ / Provincial Trainers specifically on the following:  Training Needs Assessment	Head of Training Department and ELECT Training / Capacity Development Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013

	Training Design Instructional Materials and Curriculum Development Training Implementation and Management Training Monitoring & Evaluation Managing Learning Events Presentation & Facilitation Data Gathering Tools and Techniques		
	Basic Technical Writing training	Head of Training Department and ELECT Training / Capacity Development Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Orientation training on Basic Human Resource Development	Head of Training Department and ELECT Training / Capacity Development Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic Project Development and Management training	Head of Training Department and ELECT Training / Capacity Development Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic English Language Proficiency Training	Head of Training Department and ELECT Training / Capacity Development Advisor	On-going / continuing process
	Continuation of all BRIDGE training courses	Head of Training Department and ELECT Training / Capacity Development Advisor	2013-2015
	Provision of ELECT II Project Educational Grant to IEC HQ / Provincial permanent personnel and staff for the completion of Bachelor's or Master's degree	Head of Training Department and ELECT Training / Capacity Development Advisor	2013-2015
	Continuation of all Election-related training activities (voter registration, candidate nomination, elections)	Head of Training Department and ELECT Training / Capacity Development Advisor	2013-2015
<b>Legal</b>	<b>Training Needs</b>		
	Seminar on International Commitments of Afghanistan -International agreements ratified by Afghanistan	Head of Training Department and ELECT Legal Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Advanced Training on Constitutional Law and Afghan Constitutional law	Head of Training Department and ELECT Legal Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Advanced Training on Administrative Law	Head of Training Department and ELECT Legal Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013

	Specialized Training on Human Rights Law	Head of Training Department and ELECT Legal Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Specialized and Advanced Training on Electoral Law – Dispute Resolution, Conflict Mediation	Head of Training Department and ELECT Legal Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Advanced Training on Legal Analysis and Writing	Head of Training Department and ELECT Legal Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Specialized Training on Legal Procedures and Processes	Head of Training Department and ELECT Legal Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic English Language Proficiency Training	Head of Training Department	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
<b>External Relations</b>	<b>Non-Training Needs</b>		
	SOP on Media Relations (working with the media)	Head of ERD and ELECT Advisor	3 <sup>rd</sup> quarter 2013
	SOP on Organizing Stakeholders' Meeting	Head of ERD and ELECT Advisor	3 <sup>rd</sup> quarter 2013
	SOP on Internal Communication and Coordination (ERD & CEO's office)	Head of ERD and ELECT Advisor	3 <sup>rd</sup> quarter 2013
	SOP on IEC's Open Door Policy	Head of ERD and ELECT Advisor	3 <sup>rd</sup> quarter 2013
	SOP on IEC's Website Management (ERD and CITS Department)	Head of ERD and ELECT Advisor	3 <sup>rd</sup> quarter 2013
	SOP on IEC's Crisis Communication & Management	Head of ERD and ELECT Advisor	3 <sup>rd</sup> quarter 2013
	<b>Training Needs</b>		
	Basic Training and Introduction to Public Relations –Foundational Training Course	Head of Training Department and ELECT Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic and / or Advanced Training on Writing and Editorial	Head of Training Department and ELECT Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic and / or Specialized Training on Social Media and Digital Applications	Head of Training Department and ELECT Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic Training on Planning, Research and Evaluation	Head of Training Department and ELECT Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic and /or Advanced Training on Client / Stakeholder and People Management	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013

	Basic Training on Project Development and Management	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic and / or Specialized Training on Internal Communication	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Specialized Training on Public Relations Engagement and Public Affairs	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Specialized Training on Crisis and Reputation Management	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Advanced Training on Strategic Public Relations and Management Skills	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic English Language Proficiency Training	Head of Training Department and ELECT Advisors	On-going / continuing process
<b>Planning &amp; Procedures</b>	<b>Training Needs</b>		
	Electoral Processes and Procedures Writing	Head of Training Department and ELECT Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Planning, Organizing and Coordination	Head of Training Department and ELECT Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	English Proficiency Training – Writing, Reading and Speaking	Head of Training Department	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
<b>Public Outreach</b>	<b>Non - Training Needs</b>		
	SOP on Public outreach / awareness or advocacy materials approval process and / or mechanism	Head of POD and ELECT Public Outreach Advisor	3 <sup>rd</sup> quarter 2013
	<b>Training Needs</b>		
	Basic Training - Introduction to Public Awareness and Engagement – Foundational Course	Head of Training Department and ELECT Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic knowledge and advanced skills training on Writing, Messaging and Editorial	Head of Training Department and ELECT Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Advanced training on Stakeholders' Participation and Analysis	Head of Training Department and ELECT Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic skills training on Project Development and Management	Head of Training Department and ELECT Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013

	Basic training on Community Participation and Mobilization	Head of Training Department and ELECT Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic knowledge and advanced skills training Presentation and Facilitation Tools and Techniques for PO Provincial Trainers	Head of Training Department and ELECT Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic knowledge and advanced skills training on Communication Tools and Techniques	Head of Training Department and ELECT Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic English Language Proficiency Training	Head of Training Department	On-going / continuing process
<b>Field Operations (34 Provinces)</b>	<b>Training Needs</b>		
	ArcGIS Server configuration and online mapping management	GIS Officer and IT Web Manager	3 <sup>rd</sup> quarter 2013 -2014
	Arc GIS SDE / SQL Server configuration	GIS Officer	3 <sup>rd</sup> quarter 2013 -2014
	Online mapping publishing	GIS Officer and Associates	4 <sup>th</sup> quarter 2013
	Polling Center locations verification / correction using online mapping	GIS Officers and Associates	4 <sup>th</sup> quarter 2013
	Basic GIS knowledge training, how map is created, how to access dynamic map online	Provincial and District Staff	4 <sup>th</sup> quarter 2013
	GIS System management	GIS and IT Staff	On-going / continuing process
	Basic knowledge and advanced skills training on Administration, Finance and Operations for all FO staff and PEOs	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic Skills Training on Procurement and Contract Management	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic knowledge training on Human Resource Management	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic skills training on Logistics and Assets Management	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic skills training on Public Relations and Engagement	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013

	Basic English Language Proficiency Training	Head of Training Department and ELECT Advisors	On-going / continuing process
<b>Administration &amp; Finance</b>	<b>Non-Training Needs</b>		
	SOP on Financial Management Procedures	Head of Admin & Finance and ELECT Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	SOP on Operational Advances in HQ and Provincial Offices	Head of Admin & Finance and ELECT Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	SOP on IEC Internal Control Mechanisms for Operations, Administration and Finance and Oversight Project Financial Management Procedures	Head of Admin & Finance and ELECT Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	SOP on Procurement and Contract Management Procedures in HQ and Provincial Offices	Head of Admin & Finance and ELECT Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	SOP on Core Business Processes (Budgeting, Accounting and Auditing) Timeline in HQ and Provincial Offices	Head of Admin & Finance and ELECT Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	SOP on Reporting and Accountability Mechanisms in HQ and Provincial Offices	Head of Admin & Finance and ELECT Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	<b>Training Needs</b>		
	Advanced skill training on Accounting Cycle:  -Source Documents -Journal Entries -General Ledgers -Trial Balances -Adjusting Entries -Financial Statements -Closing Entries (Accounts) -GoIRA Rules, Regulations and Procedures	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Advanced skills training on Project Finance Management:  -Execution / Implementation modalities (emphasis on NIM) -Applicable (UNDP or GoIRA) policies, rules, regulations and procedures -Roles and	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013

	Responsibilities -Workflows (process mapping) -Key control points		
	Advanced skills training on Budgeting:  -Workplan -Budgetary Controls -Budget Analysis and Reporting - Budget SOP -GolRA Rules, Regulations and Procedures -Gender budgeting	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Advanced skills training on Expenditure Management:  -Commitments and Obligations -Recognizing Expenditures -Analysis and Reporting	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Advanced skills training on Cash Management & Operational Advances:  -Policy Guidelines (issues and concerns) -Internal Control -Recording, Reconciliation and Reporting	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Advanced skills training on Control Environments:  -Elements of the Control Environment -Tools for Assessing the Control Environment	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic knowledge and skills training on Key Control Points in Project Life Cycle:  -Governance -Operational	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Advanced skills training on Designing Effective Internal Control:  -Project Budget -Expenditure and Commitments -Procurement -Assets / Petty Cash -Facilities	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Advanced skills training on Assessing the	Head of Training Department and ELECT	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013

	<p>Effectiveness of the Internal Control:</p> <ul style="list-style-type: none"> <li>-Assessment programme / worksheet</li> <li>-Assessment tools / parameters</li> </ul>	Advisors	
	<p>Basic training on Self-Assessment Checklist:</p> <ul style="list-style-type: none"> <li>-Based on the control points in the project life cycle</li> </ul>	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	<p>Skills training on Oversight Mechanisms:</p> <ul style="list-style-type: none"> <li>-Spot Check</li> <li>-Regular Internal Audit</li> <li>-External Audit</li> </ul>	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic English Language Proficiency Training	Head of Training Department	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	<p>Basic training - Introduction to Government Procurement – Overview and Salient Features of the GoIRA Procurement Law</p> <ul style="list-style-type: none"> <li>-Purpose and Coverage</li> <li>-Declaration of Policy</li> <li>-Governing Principles on Government Procurement</li> <li>-Scope and Application</li> <li>-Terminologies</li> <li>-Standard Procurement Processes and Forms</li> </ul>	Head of Training Department and ELECT Advisors	4 <sup>th</sup> quarter 2013
	<p>Skills training on Procurement Planning</p> <ul style="list-style-type: none"> <li>-Annual Procurement Planning</li> <li>-Procurement Planning and Budget Allocation</li> <li>-Annual Procurement Plan (APP): Preparation, Submission, Approval and Execution</li> <li>- APP Monitoring</li> </ul>	Head of Training Department and ELECT Advisors	4 <sup>th</sup> quarter 2013
	<p>Skills training on Competitive Bidding</p> <ul style="list-style-type: none"> <li>-Guiding Principles, Policy and Coverage</li> <li>-Types</li> <li>-Processes</li> </ul>	Head of Training Department and ELECT Advisors	4 <sup>th</sup> quarter 2013
	<p>Basic training on Bids and Award Committee</p> <ul style="list-style-type: none"> <li>-Selection, Appointment</li> </ul>	Head of Training Department and ELECT Advisors	4 <sup>th</sup> quarter 2013



	<ul style="list-style-type: none"> <li>and Composition</li> <li>-Structure</li> <li>-Functions</li> <li>-Duties and Responsibilities of Committee Members</li> <li>-Secretariat (if any)</li> <li>-Meetings and Activities</li> <li>-Quorum</li> <li>-Observers / responsibilities</li> <li>-Code of Ethics</li> <li>-Conflict of Interest / Disclosure of Relations</li> </ul>		
	<ul style="list-style-type: none"> <li>Skills training on the Preparation of Bidding Documents</li> <li>-Forms and Contents</li> <li>-Access to Information</li> </ul>	Head of Training Department and ELECT Advisors	1 <sup>st</sup> quarter 2014
	<ul style="list-style-type: none"> <li>Basic training on Invitation to Bid</li> <li>-Pre-Bid Conference</li> <li>-Contents and Advertising of the Bid Document</li> </ul>	Head of Training Department and ELECT Advisors	1 <sup>st</sup> quarter 2014
	<ul style="list-style-type: none"> <li>Basic training on Receipt and Opening of Bids</li> <li>-Eligibility Requirements (goods and services)</li> <li>-Submission and Receipt of Bids</li> </ul>	Head of Training Department and ELECT Advisors	1 <sup>st</sup> quarter 2014
	<ul style="list-style-type: none"> <li>Skills training on the Modification and Withdrawal of Bids</li> </ul>	Head of Training Department and ELECT Advisors	2 <sup>nd</sup> quarter 2014
	<ul style="list-style-type: none"> <li>Skills training on the Bid Evaluation</li> <li>-Preliminary Examination of Bids</li> <li>-Bid Prices Threshold</li> <li>-Evaluation Process</li> <li>-Post Qualification</li> <li>-Failure of Bidding</li> </ul>	Head of Training Department and ELECT Advisors	2 <sup>nd</sup> quarter 2014
	<ul style="list-style-type: none"> <li>Skills training on the Award, Implementation, Management and Termination of Contract</li> </ul>	Head of Training Department and ELECT Advisors	2 <sup>nd</sup> quarter 2014
	<ul style="list-style-type: none"> <li>Basic training on Domestic and International Procurement</li> </ul>	Head of Training Department and ELECT Advisors	2 <sup>nd</sup> quarter 2014
	<ul style="list-style-type: none"> <li>Basic training on Alternative Methods of Procurement</li> </ul>	Head of Training Department and ELECT Advisors	2 <sup>nd</sup> quarter 2014
	<ul style="list-style-type: none"> <li>Skills training on the Complaints and Protests</li> </ul>	Head of Training Department and ELECT	3 <sup>rd</sup> quarter 2014

	Finality of Decision Settlement of Disputes	Advisors	
	Basic training on Contract Prices and Warranties	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> quarter 2014
	Basic training on Procurement Offenses and Penalties	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic orientation training about the Government Procurement Policy Unit (PPU)  -Function and Composition -Duties and Responsibilities	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic training on Asset Management – Foundational Course  -Organization objectives -Relationship of asset to service and product delivery in an asset dependent organization -Integration and interdependencies of roles and responsibilities -Concept of vertical and horizontal alignment -Quality Asset Management -Key business processes and drivers and asset management issues -Systems Thinking -GoIRA Rules, Regulations and Procedures	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Skills training on Asset Management Decision-Making	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Skills training on Resource Allocation for Asset Management Activities	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic training on Asset Data and Knowledge Management Requirements	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Skills training on Risk Management, Contingency and Business Continuity Planning	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	<b>Human Resources</b>	<b>Non-Training Needs</b>	

	HRD Strategy and Plan	Head of HR Department and ELECT HRD Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	SOP on HR Policies and Procedures in HQ and Provincial Offices	Head of HR Department and ELECT HRD Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	SOP on HR Annual Planning and Budgeting Procedures in HQ and Provincial Offices	Head of HR Department and ELECT HRD Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	SOP on HR Reporting and Accountability Mechanisms in HQ and Provincial Offices	Head of HR Department and ELECT HRD Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	SOP on HR Performance Appraisal & Evaluation Processes and Procedures	Head of HR Department and ELECT HRD Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	SOP on HR-related Project Management Processes and Procedures (NIM)	Head of HR Department and ELECT HRD Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	SOP on the Personnel / HR Management Information System (PMIS or HRMIS)	Head of HR Department and ELECT HRD Advisor	2014-2015
	SOP on IEC female staff development policies	Head of HR Department and ELECT HRD Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	<b>Training Needs</b>		
	Basic training on Human Resource Development  -Overview and Concepts -Organization Development -Training and Development -Career Development -GoIRA Civil Service Law -CSC Policies, Rules and Procedures	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Skills training on Human Resource Management  -HR Research, Needs Assessment and Planning -HR Information System -Pay and Grading -Compensation, Remuneration and Benefits -Personnel Management and Assistance -Recruitment, Selection and Appointment / Hiring -Performance Management System -Job Design and Classification	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013

	Advanced skills training for HR Professionals	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Advanced Leadership Development skills training for HR Professionals	Head of Training Department and ELECT Advisors	2014
	HR Certification Program for permanent HR staff and personnel	Head of Training Department and ELECT Advisors	2014
	Strategic Human Resource Management advanced skills training	Head of Training Department and ELECT Advisors	2014
	Skills training on Workforce Planning and Management	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic English Language Proficiency Training	Head of Training Department	On-going / continuing process
<b>Communication, Information Technology and Systems</b>	<b>Non-Training Needs</b>		
	Access Policy for Data Center	Head of CITS and ELECT IT Advisors	3 <sup>rd</sup> quarter 2013
	SOP on Backup & Disaster Recovery	Head of CITS and ELECT IT Advisors	4 <sup>th</sup> quarter 2013
	SOP on Email / User Account Creation Password Management Policy for Servers	Head of CITS and ELECT IT Advisors	3 <sup>rd</sup> quarter 2013
	SOP on Data Management and Archiving	Head of CITS and ELECT IT Advisors	3 <sup>rd</sup> quarter 2013
	Helpdesk Policy and Recording SOP	Head of CITS and ELECT IT Advisors	3 <sup>rd</sup> quarter 2013
	Data Center Operating SOP	Head of CITS and ELECT IT Advisors	3 <sup>rd</sup> quarter 2013
	SOP on Data Center & Data Management Policy	Head of CITS and ELECT IT Advisors	3 <sup>rd</sup> quarter 2013
	SOP on the use of ICT Resources	Head of CITS and ELECT IT Advisors	3 <sup>rd</sup> quarter 2013
	<b>Training Needs</b>		
	PRINCE 2 (Involved in several critical activities simultaneously. A training focusing on project/time management will be effective)	Head of Training Department and ELECT Advisors	4 <sup>th</sup> quarter 2015
	ICT governance by ISACA	Head of Training	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013

		Department and ELECT Advisors	
	MCITP 2012	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Archive and File Management and Knowledge Repositories	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Oracle Certified Associate, Java SE 7 Programmer-I (OCA-JP 7)	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Microsoft certified training on .Net platform and Microsoft SQL training	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Service Delivery / Service Management	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Helpdesk Management Systems	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	MCSE with focus on Operating system Support	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Motorola VHF radio programming	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	ITIL Foundation (Introductory – Internal)	Head of Training Department and ELECT Advisors	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Basic English Language Proficiency Training	Head of Training Department	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
<b>Logistics</b>	<b>Training Needs</b>		
	Electoral Logistics Operations	Head of Training Department and ELECT Logistics Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Facility Management , Maintenance, and Utility Services Administration	Head of Training Department and ELECT Logistics Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Import Custom Clearance & Tax Exemption Procedures	Head of Training Department and ELECT Logistics Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	International Procurement Procedures focused on Logistics	Head of Training Department and ELECT Logistics Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Warehouse Operations & Management	Head of Training Department and ELECT Logistics Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013

	Planning, Organizing & Coordination	Head of Training Department and ELECT Logistics Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2014
	Monitoring and Reporting	Head of Training Department and ELECT Logistics Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2014
	Safety Driving & Vehicle Maintenance	Head of Training Department and ELECT Logistics Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2014
	Generator Maintenance	Head of Training Department and ELECT Logistics Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2014
	Basic English Language Proficiency Training	Head of Training Department	On-going / continuing process
<b>Gender Unit</b>	<b>Non-Training Needs</b>		
	Anti- harassment work policy -Safety and security of women in workplace	Head of Gender Unit and ELECT Gender Advisor	4 <sup>th</sup> quarter 2014
	SOP on gender-sensitive recruitment	Head of Gender Unit and ELECT Gender Advisor	3 <sup>rd</sup> quarter 2013
	SOP regarding involvement of gender unit in all IEC planning activities	Head of Gender Unit and ELECT Gender Advisor	4 <sup>th</sup> quarter 2013
	SOP on gender sensitive budgeting	Head of Gender Unit and ELECT Gender Advisor	4 <sup>th</sup> quarter 2013
	SOP on gender sensitive / gender segregated data collection	Head of Gender Unit and ELECT Gender Advisor	3 <sup>rd</sup> quarter 2013
	<b>Training Needs</b>		
	<p>Introduction to Gender Equality</p> <p>-Afghanistan Context</p> <p>-GoIRA Gender Based Policies</p> <p>International Commitments in particular ICCPR</p> <p>-CEDAW or Committee on Eliminating all forms of Discrimination Against, concluding comments, general recommendations Women, UNSCR 1325 and 1820 and other subsequent resolutions on women, peace and security</p> <p>-Gender Based Violence</p> <p>-Human Rights Based Approach</p> <p>-Good governance</p> <p>-International experiences</p>	Head of Training Department and ELECT Gender Advisor	1 <sup>st</sup> quarter 2014

	of post conflict countries on promoting women's participation in elections		
	<p>Concepts of Sex and Gender</p> <ul style="list-style-type: none"> <li>-Gender and Development</li> <li>-Gender and Electoral Issues (BRIDGE Gender Module)</li> <li>-Gender Mainstreaming</li> <li>-Gender analysis</li> <li>-Gender Budgeting</li> <li>-Affirmative actions</li> </ul>	Head of Training Department and ELECT Gender Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	<p>Management Skills</p> <ul style="list-style-type: none"> <li>-Report writing</li> <li>-Developing and implementing-Monitoring and evaluation framework</li> <li>-Leadership and Mentoring</li> <li>-Planning and implementation -Proposal development</li> <li>-Supervision and mentoring</li> <li>-Strategic planning and development</li> </ul>	Head of Training Department and ELECT Gender Advisor	1 <sup>st</sup> quarter 2014
	Basic English Language Proficiency Training	Head of Training Department	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
<b>Security Unit</b>	<b>Non-Training Needs</b>		
	Business Continuity / Working Hours Policy	Head of Security Unit and ELECT Security Advisor	3 <sup>rd</sup> quarter 2013
	Weapons Policy	Head of Security Unit and ELECT Security Advisor	3 <sup>rd</sup> quarter 2013
	<b>Training Needs</b>		
	<p>Basic Security Operations</p> <ul style="list-style-type: none"> <li>-Expected work outputs</li> <li>-Knowledge of information accessibility – where to find necessary information</li> <li>-Roles and responsibilities</li> <li>-Reporting lines</li> <li>-Introduction to IEC</li> <li>-Risk management</li> <li>-Physical security design</li> </ul>	Head of Training Department and ELECT Security Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	<p>Supervisory</p> <ul style="list-style-type: none"> <li>-Performance appraisal/evaluation process</li> <li>-Supervisor and subordinate relationship objectives.</li> <li>-Performance indicators</li> </ul>	Head of Training Department and ELECT Security Advisor	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013
	Management	Head of Training	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013

	GIROA rules, regulations and procedures Finance management -Security assessments -- Spot checks, internal audits -Report writing	Department and ELECT Security Advisor	
	Basic English Language Proficiency Training	Head of Training Department	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2013



## ANNEX 8: Voter registration turnout per province after 1 month

(as of 26 June 2013)

### Provincial Voter Registration Summary Report

S/ N o	Province	Ordinary		Kuchi		Total		Total Registration
		Male	Female	Male	Female	Male	Female	
1	Badakhshan	961	351	0	0	961	351	1312
2	Badghis	706	254	4	0	710	254	964
3	Baghlan	1100	436	1	0	1101	436	1537
4	Balkh	3670	2150	3	0	3673	2150	5823
5	Bamyan	1130	259	0	0	1130	259	1389
6	Daikundi	523	109	0	0	523	109	632
7	Farah	1116	123	1	1	1117	124	1241
8	Faryab	1800	814	0	0	1800	814	2614
9	Ghazni	1202	208	13	0	1215	208	1423
10	Ghor	1757	408	0	0	1757	408	2165
11	Helmand	2464	571	24	1	2488	572	3060
12	Herat	6965	1838	9	0	6974	1838	8812
13	Jawzjan	834	204	9	0	843	204	1047
14	Kabul	6483	1607	14	15	6497	1622	8119
15	Kandahar	301	9	1	0	302	9	311
16	Kapisa	892	248	2	0	894	248	1142
17	Khost	698	113	9	0	707	113	820
18	Kunar	830	313	2	0	832	313	1145
19	Kunduz	4664	430	3	1	4667	431	5098

20	Laghman	2119	625	0	0	2119	625	<b>2744</b>
21	Logar	633	55	4	0	637	55	<b>692</b>
22	Nangahar	2172	140	19	0	2191	140	<b>2331</b>
23	Nimroz	1149	402	1	23	1150	425	<b>1575</b>
24	Nuristan	0	0	0	0	0	0	<b>0</b>
25	Paktika	157	14	20	0	177	14	<b>191</b>
26	Paktya	823	307	3	11	826	318	<b>1144</b>
27	Panjshir	930	30	0	0	930	30	<b>960</b>
28	Parwan	2976	964	2	0	2978	964	<b>3942</b>
29	Samangan	1271	440	0	0	1271	440	<b>1711</b>
30	Sar-i- Pul	1472	653	1	0	1473	653	<b>2126</b>
31	Takhar	1183	91	2	0	1185	91	<b>1276</b>
32	Uruzgan	299	18	3	0	302	18	<b>320</b>
33	Wardak	425	69	3	7	428	76	<b>504</b>
34	Zabul	428	153	11	0	439	153	<b>592</b>
	<b><u>TOTAL</u></b>	<b>54,133</b>	<b>14,406</b>	<b>164</b>	<b>59</b>	<b>54,297</b>	<b>14,465</b>	<b>68,762</b>
		<b><u>Ordinary</u></b>		<b><u>Kuchi</u></b>		<b><u>total</u></b>		<b><u>Total</u></b>
		<b><u>male</u></b>	<b><u>female</u></b>	<b><u>m</u></b>	<b><u>f</u></b>	<b><u>male</u></b>	<b><u>female</u></b>	

## ANNEX 9: IEC Training Programs (Q2 2013)

IEC 2013 Capacity Building Programs Matrix							
Training Programs	Training date, Start	Training date, End	Training Contents	# Participants		Total	Remarks
				Male	Female		
Induction Course for HQ new staff ( 1st session )	6-Apr-13	6-Apr-13	Introduction of IEC structure, IEC 5 years strategic plan, HQ departments ToRs, VR operational plan.	11	2	13	One day program
VR Ops plan workshop ( for PEOs )	23-Apr	4/24/2013	VR operation plan briefing, Movement of VR materials to VRC, Security coordination during VR, SOP on using fuel , control and paper work processing of fuel, Recruitment process/financial issues, PO complain and activities, ER plan and activities, Construction of provincial offices and warehouses, Communication and reporting during the VR, Introduction of reporting database.	32	1	33	
VR-ToT ( Training of Trainers ) fro Provincial Training Officers	8-May-13	12 May 2013	General information regarding election and voter registration, Voter Registration Teams, Materials and Requirements of Voter Registration, Polling Centers and Polling Stations of Voter Registration, Polling Centers and Stations of Voter Registration, Three Voter Registration Phases, Challenges and Complaints, People who are allowed in polling station, Voter Registration Forms.	48	35	83	
Sharing of VR Logistical plan (for Provincial Logistic Officers	5-May-13	06 May 2013	Movement of VR materials to VRC, Security coordination during VR, SOP on using fuel , control and paper work processing of fuel,Construction of provincial offices and warehouses.	33	0	33	

Induction Course for HQ security officers ( 2nd session )	2-Jun-13	2-Jun-13	Introduction of IEC structure, IEC 5 years stratigic plan, HQ departments ToRs, VR opl paln.	36	0	36	One day program
Self - Confidence & Report Writing Workshop ( for HQ female staff)	10-Jun-13	12-Jun-13	Testing Self Confidance , Communication Skills , Good Governance , Preparation for Delivering the Speech , Report Writing.	0	20	20	
Usage of solar,new cameras and introduction to databases (for Provincial IT Officers)	22-Jun-13	26-Jun-13	Useage of solar system on VR process, Introduction of VR databases like; VR reporting ,DFCs recruitment.	34	0	34	
English classes	1-May-13	31 Nov 2013	Especial Grammar	6	5	11	On going class
	15-Nov-12	31-Aug-13	Especial Grammar		1	1	On going class
	1-Jun-13	30-Oct-13	Intercome one	1	2	3	On going class
	10-Jun-13	30-Sep-13	Especial Conversation	3	1	4	On going class
	25-Mar-13	20-Jul-13	Intensive and Conversation		7	7	On going class
	1-Jun-13	30-Oct-13	Intercome two	3	1	4	On going class
Computer classes	April	June	Word 2007 , Excel 2007 , Power Point 2007 and Outlook	45	17	62	On going class
<b>Total</b>				<b>252</b>	<b>92</b>	<b>344</b>	

## IEC VR-specific training programs

VR Trainings	date	location	number of people trained (male/female)
VR Ops plan workshop: for PEOs	23 – 24 Apr 2013	IEC HQ	33 (31 male/1 female) Note: Gender presentation incorporated in the training
External Relations: PEROs training	5 – 7 May 2013	IEC HQ	34 (all male) Note: Gender presentation incorporated in the training

VR – ToT for Provincial Training Officers	8 – 12 May 2013	IEC HQ	83 (48 male/35 female) Note: Gender presentation incorporated in the training
VR – ToT for Provincial Public Outreach Trainers	11 – 28 May 2013	IEC HQ	76 (33 female) Note: Gender presentation incorporated in the training
VR Phase 01 – training for VR staff and Kuchi Liaison Officers	18 – 24 May 2013	Province	369 (205 M / 164 F)VR staff and 31 Kuchi Liaison Officers Note: Gender presentation incorporated in the training (through ToT)
Provincial IT staff (VR equipment use)	22 – 26 June 2013	IEC HQ	34 (34 male)
Civic Educators	24-26 June	In Provincial Offices (same dates in all Provinces)	864 (male and female breakdown in two days) Note: Gender presentation incorporated in the training (through ToT)
Call Centre training	24-26 June (IEC HQ) 14-15 July (Roshan)	24-26 June (IEC HQ) 14-15 July (Roshan)	62 (51 male/11 female) Note: Gender presentation incorporated in the training (through ToT)
Data Centre training	After Eid	IEC HQ	120 (aim for at least 40% female)
DfCs	8 – 13 July 2013	Province	399 (370 M / F29)
VR Phase 02 – District VR staff	21 – 24 July 2013	District	3555 (2215/1340) Note: Gender presentation incorporated (ToT)

### ANNEX 10: IEC Standard Operations Procedures tracking table

Issue	Status				Follow up / Remarks / Training
	pending	Draft prepared and submitted	SOP approved and endorsed by IEC	SOPs implemented by IEC	
Commission					
IEC Secretariat / General issues					
ToRs for Coordination meeting IEC Heads of Departments with ELECT advisers	completed	completed	submitted	approved	Needs to be submitted to IEC
SOPs re conflict of interest	pending				Needs to be elaborated

Issue	Status				Follow up / Remarks / Training
	pending	Draft prepared and submitted	SOP approved and endorsed by IEC	SOPs implemented by IEC	
General M&E SOPs for all departments	pending				Needs to be elaborated
<b>IEC Logistic Department</b>					
Driving	completed	submitted	approved	Currently implemented	
Warehouse Management	completed	submitted	approved	Currently implemented	
Facility and Premises Management	completed	submitted	approved	Currently implemented	
Import Customs Clearance	completed	submitted	approved	Currently implemented	
<b>IEC Legal department</b>					
Revision and Improvement of CoCs	Some completed	Several submitted	Few approved, rest pending	Yes (one)	
Electoral Malfeasance reference to Justice	pending	Draft developed awaiting inputs			Inputs are being discussed in order to continue developing the document
Campaign finance SOP	pending	First draft developed and submitted for approval			Document submitted to IEC, awaiting feedback for completion of the final version of the draft.
<b>IEC Training &amp; Capacity Department</b>					
SOP re educational grants	completed	submitted	pending	pending	Follow up for approval and implementation
Standards for Procedure Documents	Pending				Initial Drafting
Dictionary of Terms	Pending				Original being updated
<b>IEC Planning &amp; Procedure Department</b>					
<b>IEC Information &amp; External Relation Department</b>					
IEC Internal Communication and Coordination	Completed	Submitted to IEC 5-02-13			Seek approval
Website Management	pending				Prepare SOP
Open Door Policy	pending				Prepare SOP
Crisis Communication	pending				Prepare SOP
Planning/Organizing Stakeholder meetings	pending				Prepare SOP
Drafting/disseminating press releases	pending				Prepare SOP
Organization of Press Conferences	pending				Prepare SOP
Drafting talking points for IEC Management	pending				Prepare SOP

Issue	Status				Follow up / Remarks / Training
	pending	Draft prepared and submitted	SOP approved and endorsed by IEC	SOPs implemented by IEC	
Admin & Finance Department					
Financial Management during the transition period	completed	Prepared and submitted to IEC, March 2013			Follow up to receive approval
Operational Advance Management – HQ	completed	Prepared and submitted to IEC, March 2013			Follow up to receive approval
Operational Advance Management – Provincial/Regional Offices	completed	Prepared and submitted to IEC, March 2013			Follow up to receive approval
Fuel Management	completed	Prepared and submitted to IEC, March 2013			Follow up to receive approval
Payroll Management	completed	Prepared and submitted to IEC, March 2013			Follow up to receive approval
IEC Human Resources Unit					
SOP concerning recruitment of temporary staff	In progress				
National grading, recruitment and salary scheme to be implemented	pending				Awaiting IEC decision on implementation of CSC proposal
IEC Procurement Unit					
Anti-fraud policy - revised for IEC and UNDP ELECT Procurement (2)	completed	needs to be submitted			needs to be submitted to IEC
SOPs for Contract and Long Term Agreement - IEC	completed	needs to be submitted			needs to be submitted to IEC
SOP Procurement for IEC	completed	needs to be submitted			needs to be submitted to IEC
IEC Logistic Department					
Driving	completed	completed	approved	Currently already implemented	
Warehouse Management	Completed	Submitted	approved	Currently already implemented	
Facility and Premises Management	Completed	Submitted	approved	Currently already implemented	
Import Customs Clearance	Completed	Submitted	approved	Currently already implemented	
IEC Assets Unit					
IEC Waybill Management	Completed	submitted	approved	Currently implemented	

Issue	Status				Follow up / Remarks / Training
	pending	Draft prepared and submitted	SOP approved and endorsed by IEC	SOPs implemented by IEC	
IEC Assets Tracking System user guide & manual	Completed	submitted	approved	Currently implemented	
IEC Asset management Guidelines	pending				
	First draft completed	Submitted , awaiting input from IEC			First draft to be completed June 30 2013
IEC Disposal of Assets Guidelines	First draft completed	yes Submitted , awaiting input from IEC			Pending further discussions with IEC & MOF on the exact role of IEC in the disposal process.
<b>IEC Field Ops Department</b>					
SOP for the payment of the VR phase II staff	First draft completed				
<b>IEC Public Outreach Department</b>					
Consultation Meetings with Civic Education Stakeholders (HQ and Field)	Pending				Needs development
Coordination Meetings with Governmental and Non-Governmental Stakeholders	Pending				Needs development
Content and Message Development	Pending				Needs development
Public Outreach Field Operational Planning	Pending				Needs development
<b>IEC Information and Technology</b>					
Guideline - Policy on use of ICT resources		2013			Approved by IEC ICT, Sent to IEC legal office (June) for final comments prior approval for CEO
Access policy for data centre		2013		2009	Draft prepared, for discussion within IEC ICT department
Backup & Disaster recovery		2009	2009	2009	Pending completion of new server room which will impact Disaster recovery
Email / User account creation		2009	2009	2009	Pending approval of Guideline - Policy on use of ICT resources
Password Management policy for servers		2009	2009	2009	Pending approval of Guideline -



Issue	Status				Follow up / Remarks / Training
	pending	Draft prepared and submitted	SOP approved and endorsed by IEC	SOPs implemented by IEC	
					Policy on use of ICT resources
Helpdesk policy and recording procedures		2009	2009	2009	Pending approval of Guideline - Policy on use of ICT resources
Data centre operating procedures	pending				Preparation in Progress
DC data management policy	pending				Preparation in Progress
<b>IEC Gender Unit</b>					
Coordination meetings with IEC Departments	pending				Draft to be prepared
Monitoring and evaluation of gender mainstreaming within IEC	pending				Draft to be prepared
<b>IEC Security Unit</b>					
Access control	Completed	submitted	No yet	No	
Media Centre Access Control	Completed	submitted	No yet	No	
Access control	Completed	submitted	No yet	No	
Media Centre Access Control	Completed	submitted	No yet	No	
Access control	Completed	submitted	No yet	No	
Media Centre Access Control	Completed	submitted	No yet	No	
Security policy	Completed	submitted	No yet	No	
Emergency Response	Completed	submitted	No yet	No	
Smoking Policy	Completed	submitted	No yet	No	
Fire Risk Assessment	Completed	submitted	Not yet	No	
<b>IEC Construction Unit</b>					

## ANNEX 11: Public Outreach VR Phase I

### ACTIVITIES

#### A. Direct:

- Preparation for Field Activities
  - Hiring of Field Trainers
  - Training of Trainers (ToT)
  - Recruitment of Call Centre Staff (60 Operators / 3 Supervisors)
- To be commenced in July
  - Coordination Meetings
  - Provincial Seminars
  - Call Centre Operations
  - Mobile Theatre

#### B. Indirect:

- TV and Radio Advertisements (commenced in May)
- Billboards and Pole Signs (installation last week of June)
- Radio Dramas (in planning stage)

### KEY RESULTS AND INDICATORS

#### A. Direct:

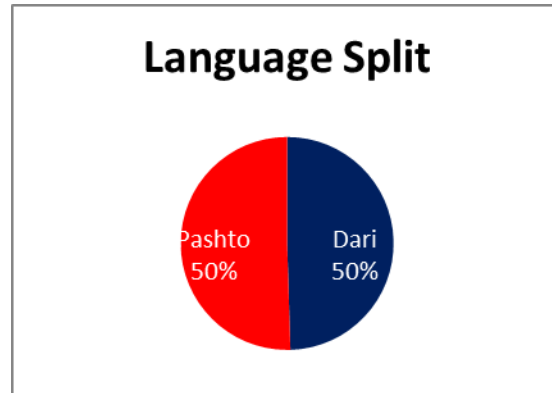
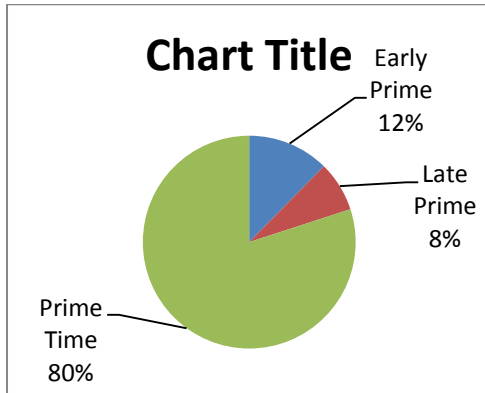
- To be launched:
  - Coordination Meetings – Expected to start in July
  - Provincial Seminars (2 per province – Approximately 75 to 100 persons each) – Expected to start in July (1 for Influential Females/1 Influential Males)
  - Call Centre Operations – Expected to be established by the end of June
  - Mobile Theatre (2 per province – Approximately 200 per show)
- In progress:
  - Hiring of Field Trainers: 33 Females/43 Males hired (1 Female Trainer per Province except Nooristan)
  - Training of Trainers (ToT) – Conducted in May
  - Recruitment of Call Centre Staff (60 Operators / 3 Supervisors) – Short Listing in progress for Call Centre to be Operation by the end of June
  - Civic/voter educators (recruitment in progress) 880 – Expected to reach approximately 50 people per day per civic educator

## B. Indirect:

### 1. TV

From the period of May 19-31, 2013

TV PSAs were placed on 7 of the most influential national channels including RTA, with the detailed media planning guidelines considering all eligible Afghan voters as of April 5, 2014.



The Messages were:

1. Voters' Registration
2. Eligibility Criteria of Voters' Registration
  - A mix of Evening peak times, early prime time and late prime time with higher rating points were selected for broadcast times.
  - Three Channels: Tolo, Ariana and TV One (Yak) on purely evening time bands. They are mostly watched.
  - RTA purely on news program because of its nationwide following for news.
  - Shamshad's TV in the early prime time band, which has a large Pashtun viewership.
  - Arezu for its Uzbeki news following and its evening music/entertainment program in the early prime time band to reach Uzbek and Hazara voters.
  - Zhoundon for its early evening (prime time) entertainment and news slots for a mixed audience.
  - 80% of the 210 PSA spots were place on the Prime Time Bands, which fetched very high GRPs
  - In Afghanistan, Gross Rating Points (GRPs) - the percentage of individuals from a specific target audience exposed to an advertising medium – are used to measure reach, which are described in different ways like Target Audience Ratings Points (TARPs) and Television Ratings (TVRs). For example:
    - $\text{Rating} = (\text{Audience Achieved} / \text{Defined Universe}) \times 100$
    - Teens watching program A: 3,000,000
    - Teens Universe: 10,000,000
    - $0.3 \times 100$
    - Rating: 30
  - Overall population of Afghans over the age of 18 years: approximately 20 million
  - Overall population of 18 years and above in urban cities: approximately 6 million
  - Overall Coverage for the Messaging of PSAs: 30% (urban population/overall population)
  - $(6,000,000 / 20,000,000) = 30\%$
  - In terms of GRPs Reach:  $900 \times 30\% = 2,700,000$
  - Overall Message Reach:  $2,700,000 / 6,000,000 = 45\%$

- The PSAs were received an estimated 45% of the Target Population based on above.
- **Total Number of GRPs** **900**
- **Total Registrations** **50,000**
- **Average Registration per GRP**  **$50000/900 = 55$  Voters**
- **One Rating Point Fetched 55 Voters**

• <b>Actual Target Population Exposed:</b>	<b>2,700,000 or 45%</b>
• <b>Voters' Registration Penetration</b>	<b><math>50,000/900 \text{ GRPS} = 2\%</math></b>

## 2. Radio

Total number of minutes disseminated	1,800	Minutes
Total number of stations	30	Stations
Total number of minutes per station	60	Minutes
Total number of broadcasting weeks	3	Weeks

List of 30 Radio Stations for Broadcasting of IEC, POD Radio PSAs 2013 with Coverage							
No	Station Name	Location	Broadcasting languages	Coverage area/Province	No of people under coverage/ Central statistics org of Afghanistan	Approx. No of people covered By Radios in this list	
1	Noorin	Kabul	Dari/Pashto	9 provinces	3,950,300.00	Only Kabul	3,950,300.00
2	Maiwand	Kabul	Dari/Pashto	8 Province	3,950,300.00	Only Kabul	
3	Watandar	Kabul	Dari/Pashto	8 province	3,950,300.00	Only Kabul	
4	Sada e Zan	Kabul	Dari/Pashto	5 province	3,950,300.00	Only Kabul	
5	Zafar	Kabul	Dari/Pashto	4 provinces	3,950,300.00	Only Kabul	
6	Nawa	Kabul	Dari/Pashto	19 Provinces	3,950,300.00	Only Kabul	
7	Amozgar	Kabul	Dari/Pashto	4 provinces	3,950,300.00	Only Kabul	
8	Biltune	Kabul	Dari/Pashto	5 province	3,950,300.00	Only Kabul	

9	Farhang	Kabul	Mostly Dari	21 provinces	3,950,300.00	Only Kabul	
10	Spozhmai	Kabul	Dari/ Pashto	4 provinces	3,950,300.00	Only Kabul	
11	Alim	Kabul	Uzbaki/ Dari	4 provinces	3,950,300.00	Only Kabul	
12	Sarahang	Kabul	Uzbaki/ Dari	3 provinces	3,950,300.00	Only Kabul	
13	Gurbad	Kabul	Pashto/Dari	6 Provinces (Kabul, Faryab, Badghis, Kandahar, Wardak and Logar)	3,950,300.00	Only Kabul	
14	Zhowandoon	Kabul	Pashto	14 provinces	3,950,300.00	Only Kabul	
15	Setari Sahar	Balkh	Pashto/ Dari	3 province	1,245,100.00	Balkh	1,245,100.00
16	Banu	Jawzjan	Uzbaki	2 provinces	512,100.00	Jawzjan	512,100.00
17	Sharq	Jalal Abad	Pashto/Dari	3 province: JalalAbad, Laghman, Kunar	1,436,000.00	Nangarhar	1,436,000.00
18	Sadai Haqiqat	Samangan	Dari/Uzbeki	1 province	368,800.00	Samangan	368,800.00
19	Quash	Faryab	Dari	1 province	948,000.00	Faryab	948,000.00
20	Paktia Ghag	Paktia	Pashto	3 province: Khost, Jalalabad, Paktia	525,000.00	Paktia	525,000.00
21	Bost	Helmand	Dari/ Pashto	1 province	879,500.00	Helmand	879,500.00
22	Zendagi	Heart	Dari	1 province	1,780,000.00	Heart	1,780,000.00
23	Gahznawian	Ghazni	Pashto/Dari	1 province	1,168,800.00	Ghazni	1,168,800.00
24	Sanga	Kandahar	Pashto	2 provinces	1,151,100.00	Kandahar	1,151,100.00
25	Yawali Ghag	Wardak	Pashto	1 province	567,600.00	Wardak	567,600.00

26	Saday Adalat	Ghor	Dari	1 province	657,200.00	Ghor	657,200.00
27	Serak	Logar	Dari/Pashto	1 province	373,100.00	Logar	373,100.00
28	Paiwastoon	Urozgan	Pashto/Dari	1 province (but parts of Kandahar and Zabul are also under coverage)	333,500.00	Uruzgan	333,500.00
29	Tarang	Zabul	Pashto	1 province	289,300.00	Zabul	289,300.00
30	Soli Paigham	Khost	Pashto	1 province	546,800.00	Khost	546,800.00
Badakhshan province is covered by Noorin and Nawa Radio					904,700.00	Badakhshan	904,700.00
Baghlan province is covered by Noorin and Nawa Radio					863,700.00	Baghlan	863,700.00
Takhar province is covered by Watandar, Noorin, and Nawa Radio					933,700.00	Takhar	933,700.00
Parwan province is covered by all Kabul stations					631,600.00	Parwan	631,600.00
Sare Pul province is covered by Setari Sahar					532,000.00	Sare Pul	532,000.00
Kunduz province is covered by Watandar Radio and Setari Sahar					953,800.00	Kunduz	953,800.00
Laghman Province is covered by Radio Sharq					424,100.00	Laghman	424,100.00
Kunar Province is covered by Radio Sharq					428,800.00	Kunar	428,800.00
<b>Number of people covered by radio stations (approximate)</b>							<b>16,732,200.00</b>

### 3. Billboards and Pole Signs

Installation of 500 Billboards and 5000 Pole Signs in all provincial capitals. (end of June)



Picture: Sample of IEC billboard to engage first time voters to register (Photo credit: IEC)