

**UNDAF Fund
ANNUAL PROGRAMME¹ NARRATIVE PROGRESS REPORT
REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2013**

<p>Programme Title & Project Number</p> <ul style="list-style-type: none"> Programme Title: Institutional Development Support to the IHEC Phase II Programme Number Project #88021 MPTF Office Project Reference Number:³ P1-06 	<p>Country, Locality(s), Priority Area(s) / Strategic Results²</p> <p><i>Country/Region Nationwide</i></p> <hr/> <p><i>Priority area/ strategic results</i> Improved Governance, including the protection of human rights; The Iraqi State has more efficient, accountable and participatory governance at national and sub-national levels</p>
<p>Participating Organization(s)</p> <ul style="list-style-type: none"> UNDP, UNOPS 	<p>Implementing Partners</p> <p>The Independent High Electoral Commission (IHEC)</p>
<p>Programme/Project Cost (US\$)</p> <p>Total approved budget as per project document: 2,134,050</p> <p>MPTF /JP Contribution⁴: 2,134,050</p> <ul style="list-style-type: none"> by Agency (if applicable) Agency Contribution by Agency (if applicable) Government Contribution (if applicable) Other Contributions (donors) (if applicable) <p>TOTAL: 2,134,050</p>	<p>Programme Duration</p> <p>Overall Duration: 14 months</p> <p>Start Date⁵ 25th October 2013</p> <p>Original End Date⁶ 31 December 2014</p> <p>Current End date⁷ 31 December 2014</p>
<p>Programme Assessment/Review/Mid-Term Eval.</p> <p>Assessment/Review - if applicable <i>please attach</i></p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No Date: <i>dd.mm.yyyy</i></p> <p>Mid-Term Evaluation Report – if applicable <i>please attach</i></p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No Date: <i>dd.mm.yyyy</i></p>	<p>Report Submitted By</p> <ul style="list-style-type: none"> Name: Sammy Alfandika Title: Electoral Project Manager Participating Organization (Lead): UNDP Email address: sammy.alfandika@undp.org

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

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

³ The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as “Project ID” on the project’s factsheet page the [MPTF Office GATEWAY](#)

⁴ The MPTF /JP Contribution, refers to the amount transferred to the Participating UN Organizations, which is available on the [MPTF Office GATEWAY](#)

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

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

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

LIST OF KEY ACRONYMS

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

NARRATIVE REPORT FORMAT

EXECUTIVE SUMMARY

In 2013 the programme has continued to support the institutional development of the Independent High Electoral Commission to enable it carry out its constitutional mandate of conducting the electoral processes in Iraq independently, efficiently, transparently and accountably, in line with professional standards.

In 2013, the main focus has been implementation of activities that are aimed at promoting the efficient conduct of the April 2014 Council of Representative and Kurdistan Regional Government Governorate Council elections. UNDP, in collaboration with the IHEC Capacity Building Department, spent more time developing an activity matrix aimed at strengthening IHEC's electoral management capacity in preparation for the two sets of elections.

The programme did not implement many activities in the reporting year because of two reasons: First, the project had commenced on 25 October 2013 which almost towards the end of the year and secondly, the funding that was made available was not adequate to financially support the implementation of IHEC activities so, some of the request were turned down. Nonetheless, a few activities were implemented on a cost-sharing basis with the IHEC. These include the assessment and development of ICT infrastructure and enhancement of knowledge in election procedures. This report therefore covers the few activities that the programme had implemented in the year.

I. Purpose

UNDAF: Priority 1

Improved Governance, including the protection of human rights.

UNDP CPAP: **Outcome 1:** GoI and civil society have strengthened participatory mechanisms in place for electoral processes, national dialogue and reconciliation.

Outcome 3: Strengthened regulatory frameworks, institutions and processes in place for accountable, transparent and participatory governance at national and local levels.

Output 1: IHEC has strengthened institutional framework and organizational capacity to effectively conduct electoral processes as Iraq's permanent electoral institution, established under the constitution

Output 2: IHEC has improved technological capacity to manage electoral processes in a sustainable manner

II. Results

• Narrative Results

This project has been operational for a period of two months in the year, as it only commenced on 25 October 2013. During the reporting period, extensive time therefore was assigned to ensure a focused start on the project in agreement with the IHEC. Therefore the IHEC and UN conducted a series of meetings to define priorities for institutional development over the next year. A series of discussions with the IHEC Capacity Building Department were therefore conducted.

Notable results in the year include the establishment of a South-South Cooperation agreement between the Independent High Electoral Commission of Iraq and the Electoral Commission of India (ECI). This was followed by an Election Observation Mission to India by five IHEC officials. During the observation mission, the IHEC officials were impressed with the way their Indian counterparts managed the polling process and also the electronic voting process. As the IHEC is looking into the possibility of electronic voting in future, the mission was timely and important for looking at best practices in this area.

Significant support was also provided in the IHEC Data Entry Centre to build the department's technical capacity to manage huge amount of data for the April 2014 Council of Representatives and Kurdistan Regional Government Governorate elections. This included the assessment of the IHEC's ICT infrastructure and development of ICT strategy. The assessment revealed a number of weaknesses such as weak ICT platform and business continuity plan for Governorate Elections Offices and the rigidity of the current database platform. Recommendations for strengthening these areas were prepared and consequently approved by the IHEC.

• **Narrative Project Outcomes**

The UNDAF priority Outcome area addressed by this project is "Improved Governance, including the protection of human rights". The more specific priority Outcomes are Outcome 1: Government of Iraq and civil society have strengthened participatory mechanisms in place for electoral processes, national dialogue and reconciliation; and Outcome 3: Strengthened regulatory frameworks, institutions and processes in place for accountable, transparent and participatory governance at national and local levels.

This new project is the second phase of the Institutional Development Support to the IHEC which had recorded significant successes with respect to the achievement of Outcome 1. The new project has therefore continued to build the institutional capacity of the IHEC in its preparation for the conduct of free, fair and credible Council of Representative elections in April 2014. The project will mainly support the IHEC in key electoral activities of public awareness, dialogue sessions with political parties and other electoral stakeholders, dispute resolution processes, gender mainstreaming, election procedures and information and communication technology. This is within the priorities previously agreed between the IHEC and the UN. The successful conduct of these elections will be a strong indicator of achievement for this Outcome.

For Outcome 3, a few inroads have been made through Phase one of the project with regard to the refinement of the electoral law. The seat allocation formula has been amended to provide for an inclusive political participation. This second Phase will work towards guiding and supporting a further refinement of the electoral law to bring it to acceptable standards. Focus will be on improving the electoral regulatory framework which lacks clarity in procedures, roles and responsibilities. Some of the procedures that need to be refined include the electoral dispute resolution, vote counting and announcement of results.

• **Narrative Project Outputs**

During the year, extensive time was assigned to ensure a focused start on the project in agreement with the IHEC. Therefore the IHEC and UN conducted a series of meetings to define priorities for institutional development over the next year. A series of discussions with the IHEC Capacity Building Department were therefore conducted. A number of activities aimed at promoting a wider participation in the Council of Representatives elections. These activities include support to the COR elections public

awareness programme, strengthening of stakeholder coordination, electoral dispute resolution, gender mainstreaming of the electoral process and improvement in the IHEC's ICT infrastructure.

The subsequent passing of the Election Law Number 11 amendment in November 2013 cleared the way for the conduct of 2014 Council of Representatives elections. The sticking issue in the amendment was the seat allocation which basically provides the formula for interpreting votes into seats. The amendment to the seat allocation has guaranteed representation by the minority and women. While progress is being made, electoral laws will remain a challenge to Iraq's electoral process as they are not permanent and require amendment before each election.

In 2013, UNDP Iraq and UNDP India facilitated the establishment of a South-South Cooperation agreement between the Independent High Electoral Commission of Iraq and the Electoral Commission of India (ECI). This cooperation will provide an opportunity for the IHEC to learn from the experienced ECI in the area of election technology and administration. All activities related to the implementation of this cooperation will be financed by the ECI which will act as an additional resource for the project. These discussions were followed by an Election Observation Mission to India by five IHEC officials where, among other things they paid particular attention to how the ECI manages the polling day activities and electronic voting. A number of best practices were noted and documented during the visit and the IHEC will apply some of them as it prepares for the Council of Representatives elections.

Output 1.1: An Improved Legal Framework for Electoral Processes

- Planning is ongoing for a study visit to the Australian Electoral Commission by the IHEC officials and members of the Election Judicial Panel (EJP), which will take place between late January and early February 2014. This study visit aims to allow IHEC to assess an established example of an electoral dispute resolution process at the judicial level. The study visit is intended for seven to nine IHEC officials involved election dispute resolution processes and the KRG Election Judicial Panel. The activity will be implemented by UNDP.

Output 1.2: IHEC has improved strategic planning capacities

- Discussions took place between the programme and IHEC on how various departments of the IHEC could be technically supported in their strategic planning processes which should feed into the overall strategic plan for the IHEC. The planning discussions will continue in the next quarter and implementations of any agreed actions will be conducted after the 30 April Council of Representatives elections.
- Five IHEC officials participated in an Election Observation Mission for India's State Elections from 29 November to 5 December 2013. This Mission was one of the many activities which will be implemented under a South-South Cooperation between the IHEC and the Electoral Commission of India (ECI) aimed at strengthening the management of electoral processes. While in India, the IHEC delegation observed elections in Delhi and Rajasthan States and discussed with the Indian Counterparts on activities to be carried out under the cooperation agreement. The delegation had been very impressed with the electronic voting process and the well organized and implemented polling process. The activity was fully funded by UNDP India and co-facilitated by UNDP Iraq.

Output 1.3: IHEC has enhanced external relations capabilities

- Preparations are ongoing for a series of IHEC engagements on inter-party dialogue. This aims to strengthen relations between the IHEC and the political entities as well as among the political entities themselves. The activities are expected to be conducted in the first two quarters of 2014.

Output 1.4: IHEC has stronger female representation in the organization and is able to advocate effectively for the participation of women in electoral exercises.

- Two meetings were held between the IHEC Gender Team and UNDP Gender Specialist to discuss the implementation of the IHEC Gender work plan. The discussions also reviewed a UNDP Consultant report on “Women Participation in Politics in Iraq” which was prepared towards the end of the Institutional Development Support to the IHEC Phase I project. The report contained recommendations for enhancing the engagement of women in the electoral processes of Iraq and would form part of the reference documents for designing and implementation of activities to ensure gender mainstreaming of the IHEC as an institution as well as the electoral process.
- Plans are underway to link up the IHEC Gender Team members with regional gender initiatives. In this regard, discussions are underway with UNDP Romania to include IHEC representation in the regional gender workshop for countries holding elections in 2014. This workshop will take place in March 2014.
- Discussions are with UN Women and UNDP took place to discuss the possibility of two IHEC officials to attend a UNDP Bridge Training organized by the UNDP Regional Office in Cairo, Egypt. The nomination of the officials took place and the activity will be conducted in February 2014.

Output 2.1: IHEC has enhanced IT infrastructure and know-how to more effectively support electoral events.

During the reporting period, UNOPS Information and Communication Technology (ICT) team was engaged in the following activities:

- The ICT Advisor performed an assessment of the IHEC ICT infrastructure. Deficiencies identified were presented to the IHEC Information Technology (IT) Manager and remedial action was initiated for items rated as high or critical.
- A Patch and Vulnerability Management (PVM) system has been introduced into the IHEC IT production environment to address known risks and vulnerabilities.
- The outline for the ICT strategy was developed and shared with stakeholders and counterparts for comments and suggestions. These will be incorporated into the final strategy document and shared with IHEC Management.
- A competency inventory and development plan has been developed and presented to the IHEC management. The competency development plan is based on the latest SFIA standard.
- Various options for backup and disaster recovery procedure for IHEC database platform using the new Virtualization and Storage Area Network (SAN) technologies were considered, tested and finalized.
- On-the-job training on “Networking Concepts” was conducted for the IHEC IT staff.
- The telecom equipment shipment was received in IHEC during the first week of December, 2013. The UNOPS ICT team has started the installation and configuration which is expected to take between four to six weeks. The deliverables include video conferencing and Call Centre telephony.

Output 2.2: IHEC has enhanced voter registration capacities

- The IHEC CEO requested for recommendations on the specifications for the data center to be prepared for the biometric electronic voter registration project. Subsequently, the recommendations were submitted, which have since been approved by the IHEC management and the procurement process has been initiated.

- The UNOPS team also assisted IHEC with several application development and management activities, related to Voter Registration activities which included the Audit Software, Web Search used by VRU call centre and the system used to register complaints. Several consultations were held and recommendations for optimization and operations including adding resilience to the current database hosting platform were carried out.
- **Describe delays in implementation, challenges, lessons learned & best practices:**

A major challenge for the programme is the lack of funding to implement support activities for the IHEC. The available funds in the quarter were just enough for personnel costs. The success of this programme will hugely depend on availability of adequate resources to support planned key activities. Discussions will however continue with the IHEC to scale up their cost-share commitment for the programme activities in view of the funding situation.

The security situation in Iraq remains a serious risk during the implementation of the programme. It constantly poses the potential of delaying the implementation of both the project as well IHEC core activities. In addition, it is very difficult for project interventions such as public outreach for the enhancement of political participation to make a positive impact with this negative external factor.

Some of the risks include unstable political situation, political interference of the electoral process and perpetual violence. All these have a high impact on the programme. There has been on-going intelligence gathering and situation analysis of such risks, but very little can be done by the programme to mitigate these threats. However, the programme has been designed in such a way that external factors should not jeopardize the implementation of its activities.

- **Qualitative Assessment**

While there is not much to assess during the two-month period the project has been in operation, it is worth highlighting that the project has achieved much on the establishment of relations between the IHEC and like-minded institutions. The South-South cooperation between the IHEC and India Electoral Commission is the case in point. This cooperation will work to enhance the knowledge and capacity of IHEC, especially in the area of electoral systems and administration as it continues with its electoral reforms. The main area where the IHEC will benefit from their Indian counterparts is that of election technology where it will be able to explore better options for electronic voter registration, electronic voting and related ICT platform.

On a related note, efforts were made for knowledge exchange between the IHEC and Australia Electoral Commission (AEC) in the area of election dispute resolution processes. While Australia and Iraq have similar electoral dispute resolution structures, there has been lack of clarity in roles and responsibilities of the IHEC and Election Judicial Panel (EJP) in electoral dispute resolution processes. The knowledge exchange will aim at promoting coordination and understanding of dispute resolution processes in Iraq to make them more accessible, transparent and accountable. This will work towards the conduct of electoral processes which are generally acceptable by all stakeholders.

ii) Indicator Based Performance Assessment:

Using the **Programme Results Framework from the Project Document / AWP** - provide an update on the achievement of indicators at both the output and outcome level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why, as well as plans on how and when this data will be collected.

	<u>Achieved</u> Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
<p>Outcome 1: The Iraqi state has more efficient, accountable and participatory governance at national and sub national levels.</p> <p>Outcome 3: Strengthened regulatory frameworks, institutions and processes in place for accountable, transparent and participatory governance at national and local levels.</p> <p>Indicator: Baseline: Planned Target:</p>			
<p>1.1 Output 1.1 An improved Legal Framework for Electoral Processes.</p> <p>Indicator 1.1.1 Electoral legal framework reviewed in cooperation in support to UNAMI with the CoR Legal Committee</p> <p>Baseline: No Planned Target: Yes</p> <p>Indicator 1.1.2 IHEC complaints process reviewed in support to UNAMI</p> <p>Baseline: No Planned Target: Yes</p> <p>Indicator 1.1.3 Institutional framework for dispute resolution reviewed in support to UNAMI cooperation with CoR Legal Committee, AJC, EJP.</p> <p>Baseline: No Planned Target: Yes</p>	<p>Guidance provided. Election Law passed in November 2013</p>	<p>Implementation in progress, to be completed in 2014</p>	<p>Guidance Note</p>
	<p>No progress</p>	<p>To be implemented in 2014</p>	
	<p>Plans underway for a study visit to Australia.</p>	<p>At planning stage, activities to be implementation in the first quarter of 2014</p>	<p>Progress report</p>

<p>Output 1.2 IHEC has improved Strategic Planning Processes.</p> <p>Indicator 1.2.1 Detailed Guidance note and recommendations for a new strategic plan for IHEC submitted, with special focus on women's empowerment and gender equality measures.</p> <p>Baseline: No</p> <p>Planned Target: Yes</p>			
	No progress to report for the reporting period.	To be implemented in 2014	
	<p>Indicator 1.2.2 Organisational capacity and structural review undertaken paying special attention to women's empowerment and gender equality</p> <p>Baseline: No</p> <p>Planned Target: Yes</p>	IHEC election observation mission to India	Implementation in progress, to be completed in 2014
<p>Indicator 1.2.3 Specialised training modules developed for public speaking, strategic media management and strategic communications submitted and accepted</p> <p>Baseline: No</p> <p>Planned Target: Yes</p>	No progress in 2013	To be implemented in 2014	
<p>Output 1.3 IHEC has enhanced external capacities relations</p> <p>1.3.1. Guidance and recommendations for an IHEC external relations strategy submitted, paying special attention to measures to include women and other marginalized groups</p> <p>Baseline: No</p> <p>Planned Target: Yes</p>			
	1.3.2. Staff development training on political entities	Not yet implemented.	To be implemented in 2014

<p>delivered targeting a minimum 30% women</p> <p>Baseline: 0</p> <p>Planned Target: 10</p> <p>1.3.3. Recommendations for establishing a Political Entities resource centre submitted</p> <p>Baseline: No</p> <p>Planned Target: Yes</p>	<p>Concept Note produced</p>	<p>To be implemented in 2014</p>	
<p>Output 1.4 IHEC has stronger female representation in the organization and is able to advocate effectively for the participation of women in electoral exercises.</p> <p>Indicator 1.4.1. Recommendations for affirmative recruitment policy to ensure adequate representation of women in IHEC submitted.</p> <p>Baseline: No</p> <p>Planned Target: Yes</p> <p>Indicator 1.4.2. Promotional activities to assure incorporation of gender in all electoral activities conducted.</p> <p>Baseline: 0</p> <p>Planned Target: 4</p> <p>Indicator 1.4.3. Women friendly and women specific campaign strategies developed.</p> <p>Baseline: No</p> <p>Planned Target: Yes</p> <p>Indicator 1.4.4 Seminar to discuss regional experiences in women participation in the electoral process conducted</p> <p>Baseline: 0</p> <p>Planned Target: 1</p>			
	<p>No progress to report</p>	<p>To be implemented in 2014</p>	
	<p>2 meetings held with the IHEC Gender team</p>		<p>Meeting minutes</p>
	<p>Not yet implemented</p>	<p>To be implemented in 2014</p>	
	<p>Concept Note prepared</p>	<p>To be implemented in 2014</p>	<p>Concept Note</p>

<p>Output 2.1 IHEC has enhanced IT infrastructure and know-how to more effectively support electoral events.</p>			
<p>Indicator 2.1.1. Assistance to the IHEC in the development of an ICT strategy and technological roadmap provided that is gender sensitive</p> <p>Baseline: No</p> <p>Planned Target: Yes</p>	<ul style="list-style-type: none"> - Assessment of ICT infrastructure conducted. - Outline for ICT Strategy developed. - A competency inventory and development plan developed. 	<p>Implementation in progress, to be completed in 2014</p>	<p>Assessment report</p> <p>ICT Strategy</p> <p>Inventory and development plan</p>
<p>Indicator 2.1.2 Specific trainings delivered to IHEC in the area of specific technologies and database, especially on-the-job knowledge transfer and mentoring/coaching (minimum 30% female participation).</p> <p>Baseline: 0</p> <p>Planned Target: 4</p>	<p>Not yet implemented</p>	<p>To be implemented in 2014</p>	
<p>Indicator 2.1.3. Detailed guidance note on appropriate technological options for voter registration</p> <p>Baseline: No</p> <p>Planned Target: Yes</p>	<p>Recommendations on specifications for data centre made to IHEC.</p>	<p>Implementation in progress, to be completed in 2014</p>	<p>Progress Report</p>
<p>Indicator 2.1.4 Voter registration with Subject Matter Experts and thought leaders organised to allow IHEC to gain insights in its own registration processes and roadmap for the future that allows for sex disaggregated data</p> <p>Baseline: 0</p> <p>Planned Target: 1</p>	<p>Not yet implemented</p>	<p>To be implemented in 2014</p>	

III. Other Assessments or Evaluations (if applicable)

n/a

IV. Programmatic Revisions

No revision has been made for the project so far. Substantive revision may be required in 2014 to bring the programme in line with the available resources.

V. Resources

Budget Component		Approved Budget	Committed to date	Remaining Balance
	STAFF AND OTHER PERSONNEL COSTS	1,539,822	355,754	1,184,068
	SUPPLIES, COMMODITIES, MATERIALS	12,001	0	12,001
	EQUIPMENT, VEHICLES AND FURNITURE	0	0	0
	CONTRACTUAL SERVICES	40,000	0	40,000
	TRAVEL	307,644	39,098	268,546
	TRANSFERS AND GRANTS COUNTERPARTS	0	0	0
	GENERAL OPERATING AND OTHER DIRECT COSTS	94,973	24,843	70,103
	TOTAL PROGRAMME COSTS	1,994,440	419,695	1,574,745
8	INDIRECT SUPPORT COSTS	139,610	29,378	110,232
	TOTAL	2,134,050	449,073	1,684,977

Resource Mobilisation

The project is underfunded. The only resources available were the provided from the unutilized third tranche of the Institutional Development Support to the IHEC Project. As a result, the project is not able to implement its planned activities. Discussions will commence in the beginning of 2014 with the UNDAF Steering Committee, requesting them to consider allocating the project the remaining funds from the old project.

Annex: Planned activities per Output

Output 1	IHEC has strengthened institutional framework and organizational capacity to effectively conduct electoral processes as Iraq's permanent electoral institution, established under the constitution
Activities	<p>1.1. Under UNAMI's guidance, participate in a review of electoral legal framework and coaching on drafting IHEC regulations (local consultant will be required)</p> <p>1.2 Under UNAMI's guidance, participate in a joint study visit for IHEC and the CoR Legal Committee in development and review of an electoral legal framework</p> <p>1.3 Under UNAMI's guidance, participate in a review of political party law as pertains to electoral implementation</p> <p>1.4 Under UNAMI's guidance, participate in a review of IHEC's mechanisms for dispute resolution and antifraud mechanisms and provide support for improvement (local consultant required)</p> <p>1.5 Undertake a review of media and communications legal and regulatory framework and undertake joint seminars for CMC, Ministry of Communication (Erbil and Baghdad)</p> <p>1.6 Provide guidance and technical advice to the development and implementation of IHEC's Strategic Plan.</p> <p>1.7 Undertake an Organizational Capacity and Structural review, which would include strategic management of relationships among NO, KREO and GEOs as well as with external stakeholders.</p> <p>1.8 Provide on-going advisory services for the development and implementation of IHEC's external relations strategy as a basis for concrete activities.</p> <p>1.9 Implement a study visit and/or discussion forum on best practices in working with other electoral stakeholders.</p> <p>1.10 Implement a series of seminars focusing on GEOs and local external stakeholders – possibly through a sub-grants mechanism.</p> <p>1.11 Advise IHEC in the development of women networks and identification and engagement of different women stakeholders.</p> <p>1.12 Implement a series of workshops on Stakeholders engagement and best practices in working with key stakeholders in the electoral process.</p> <p>1.13 Advise IHEC on how to build good working relationships with media, and how to gain insight through stakeholder consultation processes (quantitative & qualitative research methods/market research)</p> <p>1.14 Support IHEC to organize a regular thematic dialogue session with PEs on focus areas including party governance, women, youth and CSOs.</p> <p>1.15 Organize a joint study mission for IHEC, PEs and relevant Committees in the CoR to EMBs and countries with effective EMB-Political Party relations.</p> <p>1.16 Support advocacy efforts for affirmative recruitment policy to ensure adequate representation of women in policy shaping and executive functions in IHEC at all administrative and geographic levels Implement comprehensive training activities for IHEC female staff at all levels.</p> <p>1.17 Support activities that promote cross-departmental mechanisms to assure the incorporation of gender-sensitive approaches across all electoral activities (voter registration, public outreach, and polling).</p> <p>1.18 Incorporation of gender-sensitive approaches across all electoral activities.</p> <p>1.19 Develop women friendly and women specific media campaigns and engagement of female civil society and electorate.</p> <p>1.20 Undertake a general awareness seminar for men & women covering main worldwide and regional gender issues and regional activities/initiatives to address issues– the importance of women participation (to allow for critical perspective)</p>

Output 2	IHEC has improved technological capacity to manage electoral processes in a sustainable manner
Activities	<p>2.1 Provide advice to IHEC on the development of an ICT strategic plan and technology roadmap and to support implementation.</p> <p>2.2 Implement support for ICT development at National Office.</p> <p>2.3 Advise and support ICT improvements with the emphasis on improved communication and coordination capacity.</p> <p>2.4 Streamline and re-engineer existing ICT system with a goal of increased efficiency.</p> <p>2.5 Assist with the development of a Business Continuity / Disaster Recovery Plan (DRP) for the IHEC NO and GEOs.</p> <p>2.6 Provide on the job knowledge transfer to enhance skills in modern networking and IT service management.</p> <p>2.7 Support the design and implementation of IT Service Desk for the delivery of IT services (standard and differentiated).</p> <p>2.8 Support the design and implementation of a call centre for the dissemination of Election related information</p> <p>2.9 Advise on implementation of best practices in Information Security such as ISO 27000 and/or COBIT.</p> <p>2.10 Implement targeted specialized training in the use of specific technologies such as Storage Area Networking (SAN), virtualization and consolidation.</p> <p>2.11 Advise IHEC on appropriate technological options for voter registration and provide guidance on the design and implementation of selected voter registration option..</p> <p>2.12 Organize a voter registration Seminar/workshop to provide general information on registration and allow IHEC to gain critical insight into their own registration.</p> <p>2.13 Organize study / research visit(s) to other countries for IHEC to assess options for voter registration systems.</p>