

**United Nations Development Group Iraq Trust Fund**

**Project #: G11-23**

**Date and Quarter Updated: 01 January – 31 March 2012, 1<sup>st</sup> Quarter 2012**

**Participating UN Organisation: UNDP (lead agency), UNOPS**      **Sector: Governance**  
**Government of Iraq – Responsible Line Ministry: Independent High Electoral Commission (IHEC)**

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| <b>Title</b>               | Institutional Development Support to the Independent High Electoral Commission (IHEC)   |                      |             |                        |                 |
| <b>Geo. Location</b>       | All Governorates of Iraq  |                      |             |                        |                 |
| <b>Project Cost</b>        | <b>Total ITF Budget: USD 24, 861, 991</b><br><b>UNDP: USD 13, 947, 279</b><br><b>UNOPS: USD 10, 914, 712</b>  |                      |             |                        |                 |
| <b>Duration</b>            | 36 months   |                      |             |                        |                 |
| <b>Approval Date</b>       | 29.09.2010  | <b>Starting Date</b> | 18.10. 2010 | <b>Completion Date</b> | 18 October 2013 |
| <b>Project Description</b> | <p>This programme has been jointly developed by the UN and the Iraqi Independent High Electoral Commission (IHEC) to support the IHEC in its continued institutional development as a sustainable institution within the government structure of Iraq, carrying out its constitutional mandate independently, efficiently, transparently and accountably, in line with professional standards.</p> <p>The programme objectives are based on the results of a comprehensive IHEC capacity assessment in October/November 2009, recommendations from the IHEC and inputs of international advisors working closely with the IHEC on a day-to-day basis, and lessons learned from recent electoral events. These objectives aim to address significant gaps in the following areas:</p> <ol style="list-style-type: none"> <li>1. Institutional framework and organisational capacity of the IHEC as Iraq’s permanent electoral institution, established under the constitution;</li> <li>2. Human resource capacity of the IHEC (staff skills, knowledge and resources) at both central and governorate office levels;</li> <li>3. Technological capacity of the IHEC to manage electoral processes in a sustainable manner.</li> </ol> |                      |             |                        |                 |

**Development Goal and Immediate Objectives**

**Development goal:**

To contribute to an enhanced implementation of electoral processes in Iraq in line with the Governance Sector Outcome 1: *Strengthened electoral processes in Iraq and the Iraq National development goal: Strengthening good governance and improving security.*

**UNDAF (Links with, but after project initiated.):**

Outcome 1: *Improved governance, including the protection of human rights*  
 1.2 *The Iraqi state has more efficient, accountable and participatory governance at national and sub-national levels.*

**The programme’s immediate objective is:**

To support the IHEC in its continued institutional development as a sustainable institution within the government structure of Iraq, carrying out its constitutional mandate independently, efficiently, transparently and accountably, in line with professional standards.

**Outputs, Key activities and Procurement**

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| <b>Outputs</b> | <p><b>JP Output 1: IHEC has strengthened institutional framework and organisational capacity to effectively conduct electoral processes as Iraq’s permanent electoral institution, established under the constitution.</b></p> <p>Output 1.1: IHEC has improved institutional transparency and accountability;<br/>                 Output 1.2: IHEC has improved institutional management structures and practices;<br/>                 Output 1.3: IHEC has enhanced electoral management policies and processes.</p> |
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|                          | <p><b>JP Output 2: IHEC has enhanced human resource capacity by improving staff skills, knowledge and resources at both central and governorate office levels for staff to fulfil their functions effectively.</b></p> <p>Output 2.1: IHEC has enhanced internal professional development and capacity building strategy;<br/>Output 2.2: IHEC staff have improved technical skills to fulfil their functions effectively.</p> <p><b>JP Output 3: IHEC has improved technological capacity to manage electoral processes in a sustainable manner.</b></p>   |
| <p><b>Activities</b></p> | <p>1.1.1 CoR reporting requirements reviewed with the IHEC;<br/>1.1.2 Board decisions published in Kurdish and Arabic;<br/>1.1.3 IHEC electoral regulatory framework reviewed;<br/>1.1.4 Electoral legal framework reviewed in cooperation with CoR Legal Committee;<br/>1.1.5 IHEC complaints process reviewed;<br/>1.1.6 Institutional framework for dispute resolution reviewed in cooperation with CoR Legal Committee, Accountability and Justice Commissioner, Electoral Judicial Panel;<br/>1.1.7 IHEC processes reviewed in relation to GoI regulations and procedures (admin, finance, contracts);<br/>1.1.8. Number of capacity building activities<sup>1</sup> organised on transparency, accountability and legal framework;<br/>1.1.9 Number of personnel (male/female), representatives of relevant Iraqi partner institutions and external stakeholders engaged in capacity building activities on transparency, accountability and legal framework;<br/>1.1.10 Percentage of participants satisfied with the relevance and usefulness of the activity;<br/>1.1.11 Number of consultants providing technical support to IHEC on improved transparency and accountability.<br/>1.2.1 IHEC SOPs drafted (finance, human resources, information management, administration approval processes);<br/>1.2.2 IHEC reporting guidelines drafted;<br/>1.2.3 IHEC finance, human resources and inventory management systems assessed and upgraded;<br/>1.2.4 Number of management capacity building activities organised for enhancement of management structures and practices;<br/>1.2.5 Number of personnel (male/female) engaged in management capacity building activities;<br/>1.2.6 Percentage of participants satisfied with the relevance and usefulness of the activity;<br/>1.2.7 Number of consultants providing technical support to IHEC to improve institutional management structures and practices.<br/>1.3.1 Assessment of voter registration policies, operational processes and systems completed, in cooperation with relevant Iraqi government bodies;<br/>1.3.2 Study of IDP data and voting patterns completed, in cooperation with Ministry of Displacement and Migration;<br/>1.3.3 Systems for managing political entity and candidate data assessed and upgraded;<br/>1.3.4 Voter information campaign evaluated;<br/>1.3.5 IHEC governorate helpdesk and call centre services assessed and improved;<br/>1.3.6 Number of capacity building activities held to enhance electoral management policies and processes;<br/>1.3.7 Number of personnel and representatives of relevant Iraqi partner institutions (male/female) engaged in capacity building activities to enhance electoral management policies and processes;<br/>1.3.8 Percentage of participants satisfied with the relevance and usefulness of the activity;<br/>1.3.9 Number of consultants providing technical support to the IHEC to enhance electoral management policies and processes.<br/><br/>2.1.1 Internal capacity building procedures and evaluation tools developed by IHEC;<br/>2.1.2 Number of personnel (male/female) using resources provided to the IHEC resource centre (books, publications);<br/>2.1.3 Number of capacity building activities organised for IHEC CB personnel;</p> |

<sup>1</sup> Capacity building activity' refers to training, study visit, workshop, seminar, roundtable or election lessons learned event.

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|                    | <p>2.1.4 Number of IHEC CB personnel (male/female) engaged in capacity building activities;</p> <p>2.1.5 Percentage of participants satisfied with the relevance and usefulness of the activity;</p> <p>2.1.6 Number of capacity building activities organised by IHEC CB Department;</p> <p>2.1.7 Number of personnel (male/female) engaged in capacity building activities organised by IHEC CB Department;</p> <p>2.1.8 Number of personnel (male/female) fully accredited as BRIDGE facilitator;</p> <p>2.1.9 Number of consultants providing support to the IHEC in delivery of capacity building activities;</p> <p>2.2.1 Number of capacity building activities<sup>7</sup> organised to enhance technical skills.</p> <p>2.2.2 Number of personnel (male/female) engaged in capacity building activities to improve technical skills;</p> <p>2.2.3 Percentage of participants satisfied with the relevance and usefulness of the activity;</p> <p>2.2.4 Number of personnel (male/female) trained in use of graphic design and translation equipment;</p> <p>2.2.5 Number of consultants providing technical support to improve IHEC staff technical skills.</p> <p>3.1.1 Number of technological assessments completed (IT and communications);</p> <p>3.1.2 Voter registration systems and equipment upgraded;</p> <p>3.1.3 GIS system developed;</p> <p>3.1.4 Number of personnel (male/female) trained on the usage and maintenance of IT systems;</p> <p>3.1.5 Percentage of trainees passing the end of training technical test;</p> <p>3.1.6 ITC Disaster Recovery Plan is developed;</p> <p>3.1.7 Strategy for improving data entry centre processes is developed;</p> <p>3.1.8 Number of IHEC staff participating in a study visit on effective and efficient tabulation of results;</p> <p>3.1.9 IHEC call centre systems assessed and upgraded;</p> <p>3.1.10 Number of consultants providing technical support to improve IHEC's IT communication and technology.</p> |
| <b>Procurement</b> | <p>Procurement planned under the project:</p> <ul style="list-style-type: none"> <li>• Resources for the IHEC resource centre (books, publications, equipment)</li> <li>• Graphic Design equipment</li> <li>• Translation equipment (dictionaries, glossaries, simultaneous interpretation)</li> <li>• Call centre equipment and software</li> <li>• Voter registration equipment and systems</li> <li>• GIS hardware and software equipment</li> <li>• Equipment for implementation of ITC disaster recovery plan</li> </ul>   |

|                                |                 |                       |      |
|--------------------------------|-----------------|-----------------------|------|
| <b>Funds Committed (UNDP)</b>  | USD 2,688,779   | <b>% of approved</b>  | 19 % |
| <b>Funds Disbursed (UNDP)</b>  | USD 2,123,733   | <b>% of approved</b>  | 15 % |
| <b>Forecast final date</b>     | 18 October 2013 | <b>Delay (months)</b> | 0    |
| <b>Funds Committed (UNOPS)</b> | USD 3,497,828   | <b>% of approved</b>  | 32 % |
| <b>Funds Disbursed (UNOPS)</b> | USD 3,384,957   | <b>% of approved</b>  | 31 % |
| <b>Forecast final date</b>     | 18 October 2013 | <b>Delay (months)</b> | 0    |
| <b>Funds Committed (total)</b> | USD 6,186,607   | <b>% of approved</b>  | 25 % |
| <b>Funds Disbursed (total)</b> | USD 5,508,690   | <b>% of approved</b>  | 22%  |

| <b>Direct Beneficiaries</b>       | <b>Number of Beneficiaries</b>  | <b>% of planned (current status)</b> |
|-----------------------------------|---|--------------------------------------|
| Men (Target: 1471)                | 782   | 53 %                                 |
| Women (Target: 368)               | 185   | 50 %                                 |
| Children                          | n/a   | n/a                                  |
| IDPs                              | n/a   | n/a                                  |
| Others                            | n/a   | n/a                                  |
| Indirect beneficiaries            | By contributing to a transparent democratic electoral process, the programme benefits the population of Iraq. | n/a                                  |
| Employment generation (men/women) | Employment generation does not fall directly within the framework of this programme. However,                 | n/a                                  |

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|  | consultancies or service provision contracts may take place during implementation of the programme, utilising Iraqi trainers and service providers wherever possible. |  |
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| <b>Quantitative achievements against objectives and results</b>   | <b>% of planned</b> |
|---|---------------------|
| Output 1 / UNDP<br>1.1 IHEC has improved institutional transparency and accountability                                  | 28 %                |
| Output 1.2 / UNDP<br>IHEC has improved institutional management structures and practices                                | 20 %                |
| Output 1.3 / UNDP lead w UNOPS<br>IHEC has enhanced electoral management policies and processes                         | 31 %                |
| Output 2.1 / UNDP lead w UNOPS<br>IHEC has enhanced internal capacity building and professional development strategy    | 63%                 |
| Output 2.2 / UNOPS<br>IHEC staff have improved technical skills to fulfil their functions effectively                   | 75 %                |
| Output 3.1 / UNOPS<br>IHEC has improved technological capacities to support electoral processes in a sustainable manner | 15 %                |

| <b>Qualitative achievements against objectives and results</b>  |
|---|
| <p>During the reporting period, the institutional development programme has continued to provide ongoing support to enhancing IHEC capacity in key priority areas of procurement, public outreach, database development, ITC, project cycle management, operational data management for field coordination purposes and incorporation of gender considerations into electoral processes.</p> <p>The IHEC-UN Projects Steering Committee and Project Management Committee held one meeting each to review progress in programme implementation in the first quarter of 2012. During these meetings, timelines were discussed and revised, and discussions were continued on cost sharing arrangements for 2012.</p> <p>The UN and Government of Iraq held a Country Programme Action Plan Joint Annual Review meeting on 22 February. The primary purpose of the review was to present and discuss agency outcome assessments with the Government of Iraq. The meeting was attended by 27 senior government officials, including two IHEC officials, and 13 representatives of UNDP, UNFPA and UNICEF. During the meeting, the joint UNDP-UNOPS programme “Institutional Development Support to the IHEC” was highly commended by the Government of Iraq.</p> <p><b>Output 1.1: IHEC has improved institutional transparency and accountability</b></p> <p>During the reporting period, UNDP, the UNAMI Chief Electoral Advisor and the IHEC considered how to move forward on issues relating to electoral dispute resolution mechanisms, review of the applicable legal framework and other aspects of legal support. Among the priority areas identified are the strengthening of the election complaints mechanisms, review of electoral legislations and ways of interacting with the Council of Representatives during the preparation of draft laws, and the enhancement of skills in preparing regulations. This area was further discussed at the mid-year programme review, where it was agreed to prioritise this area in the current year.</p> <p><b>Output 1.2: IHEC has improved institutional management structures and practices</b></p> <p>During the reporting period, UNDP continued to provide support in the priority area of procurement, particularly in view of planned decentralization in procurement for the upcoming elections in the Kurdistan Region, to support the establishment of a gender working group within the IHEC, the development of its work-plan, and to encourage discussions to improve internal coordination within the IHEC.</p> <p>A four-day management and coordination review of conducting voter education campaigns for electoral events was conducted in Erbil from 22 to 25 January 2012. The objective of the activity was to review the current cooperation between the Public Outreach Department and other departments of the IHEC to achieve efficient utilization of internal resources and improved coordination for effective implementation of future voter education campaigns. Eighteen (18) IHEC senior and middle managers involved in the coordination of voter education campaigns participated in the review. The IHEC Deputy Chief Electoral Officer, IHEC Deputy Head of the Public Outreach Department and IEAT</p> |

Public Outreach Advisor facilitated the workshop, which was implemented by UNDP.

The UNDP Electoral Procurement Adviser together with the IHEC Senior Procurement Officer conducted training on Public and Electoral Procurement Management for 26 staff of the IHEC Kurdistan Regional Electoral Office (KREO). This took place in the KREO facilities in Erbil on 13-15 March 2012. The training followed a recent IHEC decision to delegate authority to the regional office to undertake the procurement of certain electoral materials and services for Kurdistan Region Governorate Council elections. Training aimed to provide a professional introduction to the issue for selected KREO staff who will be directly and indirectly involved in the process of acquiring goods and services for these elections. The course considered the commercial, technical, contractual and electoral facets of procurement practices according to the KRG and overall Government of Iraq procurement and financial legislative requirements.

The UNDP Senior Gender Advisor had a meeting with the IHEC Deputy CEO to discuss potential activities relating to gender including progress on the establishment of a women's working group in IHEC. Following this meeting, the Deputy CEO met with two IHEC representatives of an informal gender focus group to continue the discussions. The working group will aim to consider and develop a long term plan for gender-related issues in electoral processes. Discussions have also been initiated by relevant IHEC staff with an Iraqi NGO to conduct training for the gender working group on its establishment on how to incorporate gender considerations into IHEC development and management of electoral processes.

Two IHEC officials participated in a DevInfo Gender Analysis training workshop which took place in Beirut, Lebanon from 05 to 09 March. The aim of the workshop was to train gender focal points to become proficient in developing databases for gender statistics, improve gender analysis, coordinate and disseminate gender indicators. The training was jointly organized by the Economic and Social Commission for Western Asia (ESCWA) and the United Nations Children's Fund (UNICEF) in collaboration with United Nations Country Teams (UNCT) in the Arab region. UNDP facilitated and funded the participation of the two IHEC officials.

### **Output 1.3: IHEC has enhanced electoral management policies and processes**

Support under this output focused on enhancing knowledge of electoral processes and broaden awareness of the different options for electoral policies and their technical implementation. Support continued in the areas of electoral public outreach and operational data management at both central and governorate levels, and work was initiated in the area of security management, as well as opportunities provided for involving IHEC staff in the sharing of experiences in international best practices in the use of ICT in electoral management.

The first workshop in a series of two on Security Risk Management also took place in Erbil on 22-27 January 2012. The workshop was designed to enable participants to identify, analyze, mitigate and manage security risks and to prepare and facilitate the implementation of security plans for electoral events. The workshop was extremely valuable in providing IHEC security staff a unified systematic approach in order to prepare a threat and risk assessment and how to present it in a reporting format. Twenty-nine (29) IHEC election security officers from HQ and the GEOs took part in the activity. Training was delivered by Drum-Cussac and implemented by UNOPS.

Training on Operational Data Management was conducted in Erbil from 26 to 31 January 2012 for 16 IHEC operations staff from the national office and the KREO. The activity was the last in a series of training sessions that aimed to enhance IHEC staff capacity in election data collection and reporting as well as to improve IHEC's existing processes for data management for field coordination purposes. This training session focused on enabling the participants to independently create complex spread sheets and applications for their daily tasks and on reviewing the existing reporting structure with the aim to identify possible improvement areas for future elections. The training was implemented by UNDP, with the programme developed and delivered by a consultant specialised in electoral data management.

Second and third sessions of the training workshop to enhance the skills of IHEC staff in preparing message content for voter education and voter information materials were conducted in Erbil on 12 to 16 February and 04 to 08 March 2012, respectively. The training in February was attended by 15 members of IHEC senior management including four Commissioners from both the National Office and GEOs who provide policy guidance in the development of public outreach campaigns. The March session was attended by 16 Public Outreach staff from both IHEC National Office and GEOs. Participants learned how to develop strategic communications materials in a variety of media formats for voter education and electoral public awareness campaigns. Training was delivered by PRISMA, a Jordanian company which specialises in social marketing and behaviour change communication, with the activity implemented by UNDP.

A workshop on electoral procedures for 16 IHEC Public Outreach staff was conducted in Baghdad on 11 to 15 March

2012. The training was delivered by four IHEC trainers and monitored by the UN Training Advisor. The exercise met two objectives: (i) to aid the Procedures and Training Section in adapting training on electoral procedures for a different target group (other than polling staff), which requires the information for a different purpose, and (ii) to increase understanding of Public Outreach staff on electoral procedures and thereby enhance their own campaign materials. In addition to these objectives, the training enhanced understanding on both sides of the need for and benefits of coordination between the two departments. The materials can easily be adapted by the trainers for other IHEC target groups, and requests have already been received from other sections in the IHEC for similar trainings.

Five IHEC officials participated in the EC-UNDP Thematic Workshop on Information Technology and Elections Management: Informed Decisions for Sustainable Outcomes which was held in Mombasa, Kenya from 05 to 09 March 2012. This global workshop aimed to provide a forum of exchange for staff from electoral management bodies, EU Delegations, UNDP Country Offices and other key stakeholders to discuss experiences and identify options and best practices in use of technology in electoral processes, including voter registration and election results management. The activity was supported by UNDP in collaboration with UNOPS.

### **Output 2.1: IHEC has enhanced internal capacity building and professional development strategy**

Electoral programme staff continued to provide guidance to the IHEC Capacity Building Department on development and implementation of internal IHEC projects and activities. This included improving coordination with the GEOs on implementation of activities, developing appropriate activity tracking mechanisms, the establishment of a resource centre, and the identification of a suitable dedicated training room within the IHEC National Office building in Baghdad. All guidance to the IHEC Capacity Building Department is undertaken jointly by UNDP, UNOPS and UNAMI.

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

### **Output 2.2: IHEC staff have improved technical skills to fulfil their functions effectively**

During the reporting period, continuing focus was given to implementation of the agreed software development training plan for IHEC database developers. This was developed by UNDP, UNOPS, UNAMI and IFES as part of a longer term strategy to improve IHEC capacity to execute all projects relating to developing and maintaining complex database systems. Module 3, on SQL Servers was completed on 24 January 2012. Of the 24 IHEC database developers from both groups, 23 successfully passed all three Microsoft examinations. The training was implemented by UNOPS and delivered by Providence International. The UN Database/IT Advisor supervised part of the training and has assisted the IHEC in drafting a schedule for e-learning follow-up training. This aimed to contribute to consolidation of learning and retention of information gained by the participants in developing and managing databases that could be applied in forthcoming electoral events.

With forthcoming Kurdistan Region Governorate Council elections scheduled for 27 September 2012, this provides an opportunity for IHEC database developers to put into practice what they have learned, and take the lead in developing software for the voter registration update period. Focus of database developers in the coming months will be on software development for electoral events. However, this will also enable proper assessment of skill levels after the training and identification of any further training requirements.

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

A second advanced training on the project management cycle leading to examination for PRINCE2 Certification

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

Support to developing skills and knowledge of staff of the IHEC Graphic Design Unit continued, through both on-going guidance and targeted training activities. The IEAT Graphic Design Advisor conducted a seven-day training on 15-23 February 2012 for five IHEC graphic designers. This aimed to introduce the graphic designers to different anti-fraud measures for printing of ballots and other sensitive electoral materials. Such measures include watermarks, holograms, serial numbers and many other features. The training also aimed to prepare the graphic designers for a learning mission later this year to one of the world's leading companies in this field. This training and learning mission will enable IHEC staff to better choose appropriate security print measures for ballots and other sensitive election materials for future elections.

Two three-day training sessions on advanced Microsoft Excel for operational data management were completed in Erbil on 15-17 and 19-21 January 2012. These sessions primarily targeted IHEC field staff from the GEOs and KREO, with 18 staff members participating in each session. These training sessions were part of a programme which aimed to enhance IHEC staff capacity in election data collection and reporting using advanced Excel tools for field coordination purposes as well as to further improve IHEC's existing processes for election data management. These two sessions were facilitated by IEAT electoral advisors and implemented by UNOPS in collaboration with UNDP.

Two training workshops on data quality control and analysis took place on 28 February to 01 March and 04 to 06 March 2012. A total of 33 participants from the IHEC GEOs attended the two sessions. Training aimed to enhance the participants' skills in data analysis using Microsoft Excel 2007 and Microsoft Access 2007. Participants shared their experiences in data collection and consolidation. Recommendations from the plenary discussion highlighted a need for improvement in communication between the field office and the national office, and the development of tools to assist in data collection, analysis and quality control. The workshops were implemented by UNOPS, with training delivered by a UNDP Operational Data Management Consultant.

### **Output 3: IHEC has improved technological capacities to support electoral processes in a sustainable manner**

The UNOPS ICT Consultant, after having successfully resolved problems with the communication devices in the IHEC National Office, established and equipped a training lab for IHEC ICT staff. This aims to ensure proper transfer of knowledge on how to resolve similar problems in the future. Additional maintenance was provided to components of the Cisco system, also using the lab as a training centre. The ICT Consultant also put forth a set of recommendations to ensure that the internet connection in IHEC is able to support secure communication channels with the GEOs. The recommendations will assist the IHEC make an informed decision on the speed needed to support its operations.

Recruitment is underway for an International ICT advisor to oversee the continued implementation of this output. The advisor is expected to be recruited in May 2012.

### **Main implementation constraints & challenges (2-3 sentences)**

A challenge at present is the selection of the new IHEC Board of Commissioners, due in late April 2012 at the end of the five-year term of the current Board of Commissioners. In October 2011, a 21-member parliamentary committee representing all political blocs was established to undertake the selection process, according to Law 11/2007 on the IHEC. The selection process, managed by the committee, has since been on-going. This at present places constraints on institutional development support on management issues, given forthcoming changes to the IHEC Board of Commissioners and potential implications this may have for other areas of IHEC management and staffing. UNAMI, UNDP and UNOPS continue to emphasise the importance of retention of existing staff and existing capacity, and the crucial need to ensure that the selection process is conducted in a professional and transparent manner for IHEC to be a credible and legitimate institution to organize future electoral exercises. In the meantime, activities targeting development of IHEC senior management skills are reduced until the selection process is completed and IHEC management positions are confirmed.