



**Islamic Republic of Afghanistan  
United Nations Development Programme**

***ENHANCING LEGAL AND ELECTORAL  
CAPACITY FOR TOMORROW***

***ELECT ID - 00050324***

***October 2006 – March 2011***

**Substantive Revision Number 3**

**May 2010**

**Project Title:** Enhancing Legal and Electoral Capacity for Tomorrow (ELECT)

**UNDAF Outcome:** Outcome 3: The institutions of democratic governance are integrated components of the nation state

**Expected CP Outcome(s):** CPAP Outcome 4: The state and non-state institutions are better able to promote democratic participation and be accountable to the public.

**Expected Output(s):**

4.1: A strengthened Independent Electoral Commission conducts and supervises elections

4.1: National institutions, ECC, civil society organizations, political parties and a well-informed electorate (including women and marginalized groups) contribute to credible elections

**Implementing Partner:**

United Nations Development Programme

**Responsible Parties:**

Independent Election Commission of Afghanistan

**Brief Description**

This substantive revision is undertaken in response to requirements from the existing ELECT Project Document for a mid-term review of activities between the 2009 presidential and Provincial Council elections and the 2010 Wolesi Jirga elections and a subsequent revision of the Project Document based on findings.

After consultation with the IEC, donors, and other stakeholders, this Third Substantive Revision delineates the expected voter registration top-up exercise and preparation and conduct of the parliamentary elections; identifies a sustainability and capacity-building strategy for the IEC; reviews other support to related processes in the broader electoral environment; and establishes the basis for a reform of UNDP ELECT governance and management structures.

**Programme Period:** October 2006-March 2011

**Key Result Area (Strategic Plan):** Provide technical and operational Support to the Independent Election Commission of Afghanistan in order to conduct the 2009 Presidential and Provincial elections and the 2010 Parliamentary elections.

**Atlas Award ID:** 00043217

**Start date:** October 2006

**End Date:** March 2011

**PAC Meeting Date (3<sup>rd</sup> revision),** May 1, 2010

**Management Arrangements:**  
Direct Implementation Modality (DIM)

**2010 AWP budget<sup>1</sup>:** USD 168,207,983

**2010 budget:** USD 149,640,843

**Total resources required:** USD 168,207,983

**Total allocated resources:**  
USD 116,400,000


**Donors:** USD 116,400,000

**Government:** -


**Unfunded budget:** USD 51,807,983

<sup>1</sup> Includes USD 18,567,140 in outstanding obligations from 2009

Agreed by:

  
Independent Election Commission of Afghanistan, Chairman, Fazel Ahmed Manawi

Agreed by:

  
United Nations Development Programme, Country Director, Mr. Manoj Basnyat

*Country Director*

*S.R.S.G.*

## Executive Summary

This substantive revision of the UNDP ELECT Project Document was developed following the first Afghan-led election in the post-Bonn Agreement period: the 20 August 2009 Presidential and Provincial Council elections, and is based on the 2009 independent mid-term evaluation report and the December 2008 Project Document (Second Substantive Revision), in combination with a realistic appraisal of the assistance possible.

In light of the substantial challenges experienced in 2009, and considering time and operational constraints, this revision refocuses the activities of UNDP ELECT onto its initial functions: technical and operational assistance for core areas within electoral operations, with a focus on capacity-building within the Afghanistan Independent Election Commission (IEC) and the Electoral Complaints Commission (ECC). At the time of writing, the 2010 elections were scheduled for 18 September 2010.

Security Council Resolution 1917 of 22 March 2010 refers to the principle of reinforcing Afghan ownership and leadership in accordance with the London Conference Communiqué. The resolution provides for international electoral assistance to Afghanistan to be coordinated by UN Assistance Mission to Afghanistan (UNAMA) and the Special Representative of the Secretary General (SRSG). UNAMA's overarching role is the coordination of political issues to facilitate, as best as possible, that the conditions for elections are met and to provide the appropriate fora wherein political, security and development partners can discuss, assess and review the emerging political and electoral environment.

UNDP is the implementation arm of the UN coordination mandate in terms of project and program design and management, mobilisation of donor funding, activity coordination and reporting. In pursuit of this mandate, UNDP, in coordination with IEC, UN Department of Peacekeeping Operations (DPKO)/UNAMA and United Nations Electoral Assistance Division (UNEAD), will focus on three outputs in the ELECT project:

- Output 1.* Support to the IEC to conduct a limited voter registration top-up as required for the 2010 election; and capacity-building through the provision of technical and operational assistance for the 2010 election;
- Output 2.* Capacity-building, through technical and operational support to the ECC, to manage their responsibilities in the conduct of the 2010 election;
- Output 3.* Support to long-term electoral reform and capacity-building of the electoral management bodies.

The 2009 elections highlighted the political, legal, constitutional, and structural impediments to the electoral system in Afghanistan: the voter registry, electoral calendar, election law, the mandates of the ECC and the Media Commission, and the IEC structural law. At the time of writing, the Afghan Government, Parliament and the international community are discussing an Afghan-led electoral reform agenda, and if requested, UNDP through the UNDP ELECT project could constitute a key channel of support.

Under this revision the project will come to a completion in March 2011, providing for adequate time after the September 2010 election for an orderly closure of all activities and plan for any future project. It is also expected through the Third Substantive Revision that IEC, ECC, donors, UNAMA and UNDP will work towards longer-term capacity-building of the Afghan electoral institutions taking into account the lessons learned throughout the project cycle.

## Budget

<b>Wolesi Jirga Elections</b>	
Security (IEC)	\$1,023,350
Temporary Staffing	\$24,607,014
Election Materials	\$6,708,597
Transport and Infrastructure	\$48,988,084
Communications IT	\$3,115,350
Public Outreach & Gender	\$4,794,003
External Relations	\$1,464,114
Media Commission	\$274,572
Training	\$542,170
In-country Travel	\$445,736
Voter Registration Update	\$572,819
<b>Subtotal</b>	<b>\$92,535,809</b>
<b>GMS @ 7%</b>	<b>\$6,965,061</b>
<b>Wolesi Jirga Elections</b>	<b>\$99,500,870</b>

<b>Electoral Complaints Commission</b>	
Staffing	\$3,871,284
Infrastructure	\$1,024,540
Security	\$693,600
Transport	\$1,302,000
Public Outreach and Gender	\$1,742,820
Training	\$159,000
Communications & Office Equipment	\$811,948
<b>Subtotal</b>	<b>\$9,605,192</b>
<b>GMS @ 7%</b>	<b>\$722,971</b>
<b>Electoral Complaints Commission</b>	<b>\$10,328,163</b>

<b>Project Management &amp; Technical Assistance</b>	
Technical Assistance	\$22,181,940
Materials & Security (Technical Assistance)	\$1,792,100
Project Management International Staff	\$3,322,895
Project Management National Staff	\$2,675,137
Materials & Security (Project Management)	\$6,881,180
<b>Subtotal</b>	<b>\$36,853,252</b>
<b>GMS @ 7%</b>	<b>\$2,786,827</b>
<b>Project Management &amp; Technical Assistance</b>	<b>\$39,640,079</b>

<b>TOTAL</b>	<b>\$149,456,185</b>
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## Acronyms

CTA	Chief Technical Advisor
CP	Country Programme
CPAP	Country Programme Action Plan
CSO	Civil Society Organisation
DIM	Direct Implementation Modality
DPKO	United Nations Department of Peacekeeping Operations
DSRSG	Deputy Special Representative of the Secretary General (United Nations)
ECC	Electoral Complaints Commission
ELECT	Enhancing Legal and Electoral Capacity for Tomorrow
GETF	Gender Election Task Force
IEC	Independent Election Commission
NATO/ISAF	International Security Assistance Force
NGO	Non-Governmental Organisation
PMU	Project Management Unit
SRSG	Special Representative of the Secretary General
UNAMA	United Nations Assistance Mission in Afghanistan
UNDAF	United Nation Development Assistance Framework
UNDP	United Nations Development Programme
UNEAD	United Nations Electoral Assistance Division
VR	Voter Registration

## Part 1: Context

This Third Substantive Revision is undertaken in compliance with the requirement in the Second Substantive Revision of the *UNDP Enhancing Electoral and Legal Capacity for Tomorrow (ELECT)* Project Document, and is based on the 2009 independent mid-term evaluation report of the UNDP ELECT project.

The objective of the UNDP ELECT project is to support the IEC, the institution mandated by the Constitution of the Islamic Republic of Afghanistan to organize national elections; to support the ECC to carry out its mandate as appropriate; and to support long-term capacity-building of the IEC. After consultation with the IEC, donors, and other stakeholders, this Third Substantive Revision recognizes the emergent role assumed by the IEC and ECC in 2009 and emphasises the requirement to strengthen this role in 2010.

Additionally,

- i. Recognising Security Council Resolution 1917 (2010), which provides for international electoral assistance to Afghanistan to be coordinated by the United Nations Assistance Mission in Afghanistan (UNAMA) and the Special Representative of the Secretary General (SRSG);
- ii. Acknowledging that the initial function of the UNDP ELECT project is to provide assistance through capacity development to the IEC, and as appropriate to the ECC;
- iii. Understanding the political, legal, security, and operational contexts call for a flexible approach to programming, and may necessitate further changes to the scope of activities envisaged in this document;
- iv. Understanding the security and time constraints under which the 2010 elections can take place;
- v. It is acknowledged that the level of activities described in this document is based on a short- and long-term capacity-building of the IEC, and as appropriate the ECC. It is recognised that changes in the operating environment may necessitate an amendment in the scope of activities envisaged. Should this happen within the duration of this revision, the Project Board will take the necessary steps in consultation with the relevant stakeholders.

### **Moving from 2009 Presidential and Provincial Council Elections to the 2010 National Legislative Elections (*Wolesi Jirga* elections)**

On 2 January 2010, the IEC announced that *Wolesi Jirga* elections would be held on 22 May 2010. On 24 January 2010, the IEC, taking into consideration the prevailing security situation in the country and the logistical constraints of this election date, postponed the *Wolesi Jirga* elections until 18 September 2010, while also postponing indefinitely District Council and Mayoral elections.

At the request of the Government of Afghanistan and in accordance with UNSCR 1917 (2010), UNAMA and UNDP are committed to support the 2010 electoral process and long-term capacity-building of the IEC and the ECC as appropriate.

The mandate of this project is derived from Security Council Resolution 1917 of 22 March 2010, which highlights the following:

*The Security Council [...] Stressing the need for a transparent, credible and democratic process that preserves stability and security through the election period, and welcoming the Government of Afghanistan's commitment to ensure the integrity of the 2010 national legislative elections and to prevent irregularities and misconduct.*

*Decides further that UNAMA and the Special Representative of the Secretary-General, within their mandate and guided by the principle of reinforcing Afghan ownership and leadership, will [...]*

*support, at the request of the Afghan authorities, and taking into account progress on commitments on electoral reform agreed at the London Conference, preparations for the upcoming national legislative elections, by providing technical assistance, coordinating other international donors, agencies and organizations providing assistance and channeling existing and additional funds earmarked to support the process; and support, through civil society, the robust participation of the Afghan people in the elections and the electoral reform process;*

*Underscores the importance of the upcoming national legislative elections to Afghanistan's democratic development, calls for all efforts to be made to ensure the credibility, safety, and security of the elections, recognizes the challenges that face the Afghan Independent Election Commission (IEC) and the Afghan Electoral Complaints Commission (ECC), underlines the need for those two bodies to effectively discharge their functions in preparing and monitoring elections, and encourages the Government of Afghanistan to work together with UNAMA to ensure that the IEC and ECC are strong, independent and provide the proper checks and balances required by the Constitution;*

*Welcomes the commitment of the Government of Afghanistan to work closely with the United Nations to build on the lessons learned from the 2009 elections to deliver improvements to the electoral process in 2010 and beyond, and, taking into account the commitments on electoral reform made at the London Conference, reaffirms UNAMA's leading role in supporting the realization of these commitments at the request of the Afghan Government, and requests that UNAMA provides technical assistance to the National Assembly and civil society to support constructive electoral reforms; and further calls upon members of the international community to provide assistance as appropriate.*

#### **Security considerations**

The security situation in the country is critical to the 2010 electoral process. Security deteriorated steadily in 2009 and this trend continues thus far in 2010. Under the current circumstances international and national staff are working in a high-risk environment providing technical assistance to the Afghan electoral institutions. A security incident similar to the October 2009 attacks would most likely have dire consequences for the United Nations' work in Afghanistan.

#### **Part 2: Project Strategy**

The IEC is the primary partner of UNDP ELECT and takes the leading role in the management of the elections process and its own institutional development. IEC leadership roles are reflected structurally whereby the IEC chairs the Project Board and convenes a number of coordinating fora, including a regular security meeting. Similarly, the ECC sits on the Project Board and is linked to UNDP through provision of operational support. Stakeholder coordination for the 2010 elections will be conducted by the IEC and ECC in their respective areas of work, with UNDP ELECT retaining a coordinating function vis-à-vis international electoral assistance to the IEC and ECC.

Priority in pursuing the outputs and activities elaborated for UNDP ELECT will be given to technical and operational support in core areas identified in consultation with the IEC. Capacity-building through skills transfer will form an equal priority to be conducted concurrently.

This revision supports the IEC, and the ECC as appropriate, to consolidate capacity gains made in 2009 and extend them in 2010. Under the leadership of the IEC the following will be completed:

- a) UNDP ELECT project will continue to be the main channel for processing international assistance to support the 2010 election, as defined in this project document.
- b) Support to the core operational activities of electoral authorities will be done through an explicit "capacity-building" approach. Because of time constraints, the bulk of capacity-building efforts will be provided through technical and operational support during the operational period – emphasis will be on transfer of knowledge through the everyday support to operations.
- c) IEC will take the lead in being accountable for actions during elections and will report to the donors and other stakeholders on a regular basis. UNDP will report on the use of donor resources and capacity-building work done.
- d) Finally, the ECC as appropriate will receive technical and operational support to carry out its mandate

**The project revision consists of:**

*Output 1.* Support to the IEC to conduct a limited voter registration top-up as required for the 2010 election; capacity-building through provision of technical and operational support for the 2010 election;

*Output 2.* Capacity-building, through technical and operational support to the ECC, to manage their responsibilities in the conduct of the 2010 election;

*Output 3.* Support to long-term electoral reform and capacity-building of the electoral management bodies.

**Component A. Support to the IEC**

**Voter Registration:**

A voter registration update must be conducted to allow all eligible voters without a voter registration card to obtain one before the 2010 election. These will include returnees; those who turn 18 years of age by the election date; as well as those who have moved provinces, lost cards or have not previously registered and would like to do so. The limited voter registration top-up will not resolve the inherent problems of voter registration in Afghanistan and will not lead to the creation of a usable voter registry.

**Operations Support:**

Technical support to the IEC will be delivered through international advisers embedded at the IEC. Assistance delivered through UNDP ELECT is coordinated by the Operations Advisor under the supervision of the Chief Technical Advisor.

Three kinds of support will be provided to the IEC across both voter registration and electoral operations:

- a) Technical assistance will be provided by UNDP ELECT in core areas, or those areas critical to the execution of the election. The number of advisors and the areas in which they operate will be determined in collaboration with the IEC;

- b) Operational assistance will be provided in areas where the IEC requires support to execute its mandate. These areas relate mainly to procurement of electoral goods and services, including transportation of electoral materials (logistics). Day-to-day operational support of the Communication & Information Technology and Finance & Administration departments shall also be provided due to an ongoing lack of senior staff;
- c) Coordination of international assistance to the IEC applies where other implementing organizations are able to make contributions to the UNDP technical assistance team

It is important to note that the Media Commission is appointed and housed by the IEC. Therefore, support provided to the Media Commission is encompassed in core support to the IEC, and primarily consists of temporary staff salaries and operating costs.

#### **Component B. Support to the ECC**

Currently, the ECC is maintaining a skeletal presence in order to keep offices and administrative systems in place, in the interest of facilitating an expedited start-up of the ECC for the 2010 elections.

Support to the ECC will consist of:

- Operational assistance to areas where the ECC requires support to execute its mandate. These areas could include support to budget planning, human resources, office management, logistics, transportation, and security.
- Coordination of international assistance to the ECC where other implementing organizations are able to make contributions.

The ECC maintains sole responsibility for areas such as planning, policy, and procedures, and coordination with stakeholders on candidate vetting.

#### **Component C. Support to long-term electoral reform and capacity-building of electoral management bodies**

##### **Support to electoral reform**

The 2009 electoral process highlighted the shortfalls in the electoral framework governing elections in Afghanistan. During the London Conference in January 2010 the Afghan Government committed itself to learn from the lessons of the 2009 electoral process and to work with United Nations in order to address these issues. Electoral reform is first and foremost a political process which must be led by Afghan stakeholders, ideally seeing engagement from diverse quarters including, *inter alia*, the IEC, the government of Afghanistan, relevant legislative organs, political parties, and civil society. It is important that the process of electoral reform be Afghan led, and not be seen as imposed by the international community, yet as per its mandate, the UN will promote and facilitate the reform process. At the time of writing, the determination regarding which Afghan body or bodies will lead the process and what the process will look like, had yet to be made. Should this process advance during the lifetime of this project, UNDP ELECT's role is both to contribute to a full understanding by relevant stakeholders of the implications of the existing and proposed electoral legislation, relevant international conventions, as well as IEC Regulations, Legal Decisions, Codes of Conduct, and any other relevant legislation, and to make electoral expertise available.

The electoral reform agenda works in support of the overall electoral framework and the IEC. To this end, the focal point for the provision on advice on electoral reform is the Chief

Technical Advisor, in consultation with the Chief Electoral Officer of the IEC, who may call upon other implementing partners to provide specific input as required.

Due to time constraints, the impact of the electoral reform agenda described above will likely not be felt before the 2010 *Wolesi Jirga* elections. Rather, it focuses on longer-term reforms that will improve the credibility and sustainability, including the civil and voter registry, of the democratic process in Afghanistan. UNDP, in coordination with IEC, DPKO/UNAMA and UNEAD, will support IEC to undertake a participative organisational assessment and strategic planning process to inform the post-2010 Concept of Operations and be an active participant in the reform process.

#### **Capacity-building approach**

As per standard practice, all UN electoral assistance will be provided with a capacity-building approach. The objective of the assistance provided needs to be understood as twofold: a) support the electoral authorities in order to prepare and conduct credible elections; and b) strengthen the local capacity to manage electoral processes, by encouraging transfer of knowledge and consolidating any capacity built in the past. This capacity-building approach is integrated in the terms of reference of all UNDP ELECT advisors to the IEC. In the current substantive revision, there is a double explicit focus: not only on the leadership role of the IEC in light of capacity gains made in 2009, but also in the need for advisor to undertake their capacity-building responsibilities. This better allows UNDP ELECT to focus on sustainability, capacity-building, institution-building and skills transfer.

In a long-term electoral assistance project, capacity-building goes through a number of phases: the preparatory period; the operational mode; and the post-electoral period. The current substantive revision is a short-term endeavor, which will be implemented exclusively during operational mode. This does not preclude a capacity-building approach - on the contrary, operational mode is an excellent opportunity to "learn while doing" and, through a mentor approach, promote transfer of skills. In this context, capacity-building at the IEC will be conducted primarily through the provision of technical assistance during the operational mode leading to the 2010 elections. All UNDP advisors will participate in advancing the capacity-building program through 'on-the-job' training and skills transfer.

In 2008-09, capacity was built within the IEC through planning and conducting voter registration for the 2009 Presidential and Provincial Council elections. Capacity-building was primarily conducted through skills-transfer between UNDP ELECT advisors and IEC Heads of Department. A similar arrangement will be seen in 2010, with advisers expected to mentor their counterpart department heads/staff and work alongside and with IEC staff, understanding that IEC is responsible for operational decisions.

UNDP ELECT's work with the IEC is underpinned by the following in order to achieve the envisaged outputs.

1. As agreed by IEC, UNDP ELECT, and other implementing partners, each of the departments of the IEC Secretariat will be supported by an international adviser – from UNDP ELECT or another elections assistance organization - who will work with the departmental director in his/her day to day work, understanding the IEC remains solely responsible for operational decisions. In this way, capacity will gradually be transferred through a coaching, training and mentoring process.
2. Each of the IEC's assistance partners should coordinate their efforts under the leadership of the IEC Secretariat and UNDP ELECT as the coordinating body for international support to the electoral process. UNDP ELECT will provide a minimum

of advisors in core areas as identified by the IEC, while assistance partners may supplement core areas or provide support in other non-core areas.

3. Should an electoral reform process be initiated during the lifetime of this project, UNDP ELECT - through the Chief Technical Advisor - will be in a position to provide advice to stakeholders leading the process.

**Cross cutting theme: gender mainstreaming**

The decisions and policies implemented by the IEC can have a significant impact on the participation of women and vulnerable groups in the coming elections. Therefore, special attention has been paid in this proposal to adopting a gender and rights-based approach to maximize the participation of the electorate, as envisaged under UNDAF Outcome 3.

In 2008-09 gender issues at the IEC were treated mainly in terms of outreach to women and support to female staff. Whilst this has seen some positive effects (including in the targeting of women as a group for educational activities, the appointment of two women commissioners, two female heads of departments, and a gender officer) processes such as policy, planning and budgeting could be better addressed. The establishment of the Gender Unit in June 2009, and the inclusion of an UNDP ELECT Gender Advisor has been one major step to try and address this.

In order to increase the participation of women in the electoral process the programme will focus on five key areas

- Collaboration
- Institution Building
- Research and Analysis
- Risk Reduction
- Outreach

The gender/rights approach will be supported by an international advisor and a dedicated budget. The Gender Advisor and her or his counterpart will plan for, guide and implement the necessary activities and to ensure they are integrated into IEC areas of responsibility from recruitment and training to outreach and operations.

Institution building will address long term integration of gender into the IEC rather than immediate needs, with measures envisaged such as capacity-building of departments, support for female staff's professional development and the institutionalisation of gender focal points. The research and analysis component aims to ensure that lessons learnt locally, and best international practices are considered and where appropriate adapted to Afghanistan and that the relevant cross-cutting issues are recognized within the programme. This will include the development of a database on gender and elections.

It is noted that many women are unable to, or do not want to participate in electoral processes due to security threats, cultural norms or the influence of religious beliefs and practices. A process of dialogue with the Ministry of the Haj, Mullahs and the Council of Ulemas will assist in the design and dissemination of messages through religious networks. In addition, it is recognized that there is a need to engage not only with women regarding gender empowerment but also men, who act as gatekeepers to women's participation. Engaging men in gender discussions through voter education is essential to improving women's access to electoral processes.

In 2009 a Gender Election Task Force (GETF) led by the IEC's female Commissioners was established to make recommendations on the integration of gender approaches and act as a

monitoring body to ensure formal decisions are carried out and are effective. The networking of agencies engaged on gender issues in order to feed ideas into the GETF and to disseminate and share information on relevant issues will support this process as will more formal contact with UN agencies, Ministry of Women's Affairs, civil society and other institutions in order to share and gather information from the field and to disseminate key messages. This will be continued through the life of the project.

Institutional arrangements to promote and protect the capacity of the IEC to maintain a gender focus will be a primary focus of the initiative. Most of the work in 2010 involves support to other departments, as well as strengthening the IEC as a whole through capacity-building and targeted training. It is also in the process of setting up a Gender Focal Point system in order to strengthen its ability to exchange information and strategies with provinces. In 2010 the Gender Unit will continue to highlight steps the IEC can take to increase capacity, reduce fraud, and generally strengthen democratic processes, as its recent lessons learned document mentions.

The project will also be linked to other ongoing and planned projects and capacity-building activities which are supporting related fields such as gender and vulnerable groups.

### Part 3: Expected Results

#### **The IEC is supported to conduct a limited voter registration top-up as required for the 2010 election**

A voter registration update must be conducted to allow all eligible voters without a voter registration card to obtain one before the 2010 election. These will include returnees; those who turn 18 years of age by the election date; as well as those who have moved provinces, lost cards or have not previously registered and would like to do so. To achieve this, UNDP ELECT will primarily:

- a) Support IEC to deploy temporary staff to carry out VR, by providing salaries and other staff payments;
- b) Procure, and support IEC to deliver and retrieve assets, materials, and logistical supplies for the VR top-up process in a timely manner;
- c) Support IEC to design and deliver appropriate training to Provincial staff and VR temporary staff about the conduct of the VR top-up exercise;
- d) Provide technical and operational assistance to enable IEC upgrade its IT systems in the regional offices and software modules in the data centre, and complete the VR data entry ahead of the *Wolesi Jirga* elections;
- e) Provide coordinating support to enable IEC to plan and implement an awareness-raising VR public outreach campaign.

#### Progress Indicators:

- 1) Number of eligible voters (disaggregated by sex and geographical location) issued with new voter registration cards;
- 2) IEC ability to manage the various aspects of the VR process with reduced international support.

#### Benchmarks:

- 1) IEC prepares procedures and materials adequate to

issue new voter registration cards (disaggregated by sex and geographical location);

- 2) IEC demonstrates an improved technical and operational capacity to manage the voter registration process on its own, with reduced international assistance.

**The 2010 *Wolesi Jirga* election is conducted by electoral management bodies (IEC and ECC) as planned**

UNDP will provide technical assistance and focused operational support for the 2010 election with a focus on capacity-building. This refers to all stages of the election process: candidate nomination, electoral complaints arbitration, polling, counting, processing, and announcement of results.

Technical support to the IEC will be delivered through international advisers embedded at the IEC. Recruitment of international advisers will be done in consultation with the IEC. Assistance delivered through UNDP ELECT is coordinated by the Operations Advisor under the supervision of the Chief Technical Advisor. In addition, UNDP ELECT will provide support to the ECC as described above. Indicative activities envisaged will focus on:

- a) Providing technical and operational support – with a focus on core activities – to enable IEC to implement the 2010 electoral programme;
- b) Procuring and managing assets as per defined in the Programme Document;
- c) Supporting IEC in upgrading infrastructure and deploying and retrieving election material in a timely manner;
- d) Providing IT support to improve IEC capacity to manage the processing of candidates' data and election results;
- e) Providing technical assistance to actions taken with regards to candidate vetting;
- f) Supporting IEC efforts aimed at the mitigation and detection of electoral fraud;
- g) Facilitating IEC to deploy temporary staff for the *Wolesi Jirga* elections, by providing salaries and other staff payments;
- h) Supporting IEC to design and deliver appropriate training to IEC staff about the conduct of the *Wolesi Jirga* elections;
- i) Supporting the implementation of IEC security safe-guards for personnel and sensitive electoral materials;
- j) Supporting IEC to construct and equip a Media Centre, and providing salaries for Media Commission temporary staff;
- k) Support public outreach and external relations on the electoral process through the media and other appropriate channels
- l) Supporting IEC to capture lessons learned and best practices following the electoral process;
- m) Providing technical and logistical support to the ECC.

Progress Indicator: Ability of ECC to adjudicate electoral complaints in a timely manner;

Performance Benchmarks: 1) All electoral benchmarks—candidate nomination; staffing; delivery and retrieval of polling materials; polling; processing and announcing of election results—are attained in accordance with standards and timeframes of

the IEC 2010 Operational Plan;

- 2) The ECC receives and arbitrates electoral complaints associated with candidates' nomination, political campaign, polling, and processing of election results within prescribed timelines;

**IEC's management, operational and electoral policy formulation capacity is strengthened to: a) ensure a well-organised 2010 VR top-up and Wolesi Jirga electoral process; b) create a sustainable framework for a revamped post-2010 electoral agenda**

Activities under this objective will be supported by UNDP ELECT under the guidance of the Chief Technical Advisor. The primary focus under this output will be to:

- a) Support the IEC to improve its human resources, finance, IT, procurement, asset management, and performance monitoring & evaluation processes;
- b) Advise IEC Commissioners and Secretariat on electoral policy development, issues analysis, and ethical (evidence-based) decision making;
- c) Provide technical assistance to review the legal and institutional framework for Afghan elections and inform a long-term electoral reform agenda;
- d) Support IEC to undertake a participative organisational assessment and strategic planning process to inform the post-2010 Concept of Operations;
- e) Support IEC to mainstream gender in its institutional performance frameworks

Progress Indicators:

- 1) IEC's ability to meet critical electoral benchmarks within timelines set in the 2010 Operational Plan with focused international technical and operational assistance;
- 2) Level of participation and interest of IEC and other stakeholders in electoral reform agenda

Performance Benchmarks:

- 1) All electoral benchmarks---candidate nomination; staffing; delivery and retrieval of polling materials; polling; processing and announcing of election results---are attained in accordance with standards and timelines prescribed in the IEC 2010 Operational Plan;
- 2) IEC, Ministry of Interior, CSOs, Members of Parliament, and other national stakeholders show interest, and actively participate in electoral reform agenda (if initiated).

On all the above operational issues the IEC will develop a comprehensive operational plan, budget and calendar, processes supported by the international electoral assistance team. The budget and operational plans will be appended to this Third Substantive Revision in due course for receipt by the Project Board. UNDP ELECT activities will be delivered in accordance with the principles of capacity-building, sustainability and skills transfer as outlined elsewhere in the document.

#### **Part 4: Implementation Arrangements**

## **Governance**

Governance will consist of the Project Board, Technical Group and UN coordination. The Project Board (Steering Committee) will provide overall project direction in the implementation of the project. Decisions taken at the Project Board are reached through consensus in compliance with best practices. The Technical Group will be a forum for discussion of technical issues and the development of policy and activity approaches. Technical Group outputs will inform the Project Board.

An internal UNAMA-UNDP Consultative Task Group is established for the coordination of UNAMA's role and responsibilities for political and policy leadership and UNDP responsibilities for technical assistance. This consultative task group has already been set up.

Stakeholders meetings as conducted in 2009 are not included in the management arrangements of the current revised UNDP ELECT project. If required, the project will support the IEC and ECC in organizing consultations as may be appropriate for informing stakeholders; however, it is expected that the IEC and ECC will manage this as part of their reporting. Likewise, as mentioned above, UNDP may hold informational meetings with donors and other stakeholders regarding UNDP ELECT's activities and functioning.

### **A) Project Board**

The Project Board (sometimes referred to as the Steering Committee) will convene as often as required. The UNDP ELECT Project Board will be co-chaired by IEC or the ECC depending on the issue under review and UNDP. Members of the Board will include UNAMA, UNDP, donors and key domestic stakeholders as required. The IEC or ECC, as members of the Board, will not take part in discussions impacting the other body, in order to avoid any perceived conflict of interest.

The Board is responsible for general oversight of project activities, including financial oversight and approval of funding allocations within the overall budget. It should receive regular reports from the electoral management body, approve major activities and expenditures, reach consensus and take decisions on any change in the project workplan, provide ongoing risk analysis, and consider funding for emerging issues. The Project Board retains overall management control of the project and is accountable for resource mobilization and overall expenditure. The Board will serve as the Project's ultimate review body.

Deliberations of the Project Board will be informed by input from the Technical Group. Decision making is by consensus.

### **B) Technical Group**

The Technical Group is the principal thematic review body for the project. It is co-chaired by the IEC/ECC and UNDP. Members include IEC, UNDP, implementing partners, donors to UNDP ELECT and other participants as agreed. Other participants may be invited by the co-chairs after consultation with the members of the group. The Technical Group will also review policy matters pertaining to the project and the electoral process; consider emerging issues and needs, and provide advice and feedback to the Project Board. The Group will meet at least monthly and may choose to meet more often during peak electoral periods.

The Technical Group will be informed by a number of thematic sub-groups which will cover every activity aspect, including one dedicated to IEC issues. The Technical

Group agenda is established by the IEC in coordination with UNDP ELECT and will include a political update from UNAMA when requested. In the interests of mutual transparency the agenda will also include reports from donors on bilateral electoral activities and other electoral activities supported outside the UNDP ELECT framework. Special guests from UNAMA, implementing partners or other agencies may also be invited from time to time.

Like the Project Board, the IEC or ECC, as members of the Technical Group, will not take part in discussions impacting the other body, in order to avoid any perceived conflict of interest.

### **Project Management**

UNDP ELECT will be implemented using the direct implementation modality of UNDP and hence will come under the responsibility of the UNDP Country Office in Afghanistan. Implementation by UNDP will be done in close consultation and partnership with IEC, ECC, international donors, UNAMA and through the ELECT project.

Integration of international assistance is a goal of the coordination structures. Separately from the project, UNAMA will coordinate political-level discussion in accordance with its mandate. Over and above the mechanisms outlined below, the IEC and UNDP will convene additional coordination meetings at technical levels, with donors and Heads of Missions as required. NATO's International Security Assistance Force (ISAF) may be requested by the IEC to provide support to the Afghan National Security services and may also be formally requested to provide contingency logistical support (in extremis).

The project management structure will consist of support for coordination and management by UNDP as well as technical assistance to the IEC and ECC:

#### **A) Project coordination and management:**

Coordination of the different components of the project and management support services of UNDP will be led by the Project Coordinator. The Project Coordinator will report directly to the Country Director or his designated UNDP Official and will be guided through strategic advice by the Chief Technical Advisor who will be the key advisor to the IEC and as required to the ECC on electoral issues.

The Project Coordinator will support UNDP in coordinating the work of the different project components. S/he will ensure strong donor coordination, progress reporting, oversight over human and financial resources. S/he will be supported through a coordination and monitoring team as well as the establishment of the PMU for UNDP operational services. S/he will be the key UNDP liaison in terms of management and coordination responsibilities in the project and hence will have management authority.

#### **B) Support to electoral management bodies**

Support to the electoral management bodies will be provided through the Chief Technical Advisor. The Chief Technical Advisor (CTA) will provide the overall leadership and guidance to the project on electoral issues and will report directly to the UNDP Country Director or through a designated representative. The CTA will be responsible for substantive and technical leadership and accordingly, will provide high-level electoral advice to the electoral management bodies and as required, will coordinate such support with UNDP and UNAMA. The CTA will be supported by the Project Coordinator who is responsible for the administrative and financial aspects of

the project and who works in close coordination with the relevant sections of the UNDP Country Office.

**C) Technical assistance to electoral management bodies:**

- a. The technical assistance team to the IEC will be headed by an Operations Adviser. After the Chief Technical Advisor, the Operations Adviser is the primary electoral policy and technical adviser to the IEC. S/he will provide overall leadership and management of the UNDP ELECT technical assistance team and coordinate technical advice to the IEC among other partners as required. The Operations Adviser reports to the Project Coordinator for administrative issues and to the Chief Technical Advisor on issues related to electoral policy and assistance.
- b. The UNDP ELECT technical assistance team will be embedded within the IEC and advise different departments. UNDP ELECT advisers will provide either technical or operational assistance with a focus on capacity-building.
- c. A small team of election, security and logistics advisers, based in the regional offices, will support, through capacity-building, the regional and provincial IEC offices. Such support will focus on capacity-building for organizing elections, security and logistics. UNDP ELECT advisers will not be located at the provincial level, however advisers based in regions may travel periodically to provincial IEC offices within their region in order to provide assistance as required. Any travel will depend on the security assessment at the time of travel.
- d. UNDP ELECT, if required, will provide technical assistance to the work of the ECC
- e. UNDP ELECT technical advisers at headquarters and regional level will assist the IEC in core support for the election, limited to:
  - i. Advising in the development of an overall operational plan for the county-level conduct of the elections;
  - ii. Advising in the development of plans for the distribution and recovery of electoral equipment and supplies;
  - iii. Advising on recruitment, training and monitoring of registration and polling personnel;
  - iv. Advising on dissemination of accurate and timely information regarding the electoral process to political parties, domestic and international observers, NGOs, the media, and voters;
  - v. Advising on registration, polling and counting locations;
  - vi. Advising on administration of the registration, polling, counting, and results processes;
  - vii. Advising on mitigation and detection of electoral fraud.

**D) UNDP Country Office Support**

Within the UNDP Country Office, a dedicated elections focal point will facilitate UNDP Country Office support; provide quality assurance of project documents and processes; and to ensure compliance with UNDP corporate procedures, financial and procurement rules and regulations.

The UNDP Country Office will ensure operational services through the establishment of the UNDP ELECT Project Management Unit (PMU). The PMU will report directly to

the Project Coordinator, and will be linked to the Country Director through the Deputy Country Director (Operations). Through the PMU and Country Office operations, will be provided operation services, such as procurement, human resource management, budget planning and finance management, administration and logistics.

UNDP will provide continuing oversight and tracking of donor contributions and transfers and will advise on all discussions on the financial arrangements and reporting.

#### **Coordination**

In close collaboration with the IEC, UNAMA and other partners, UNDP will implement the envisaged activities to achieve the overall objectives under this project under the DIM (Direct Implementation Modality.)

UNDP will be one of the major providers of support to the preparation and conduct of the 2010 *Wolesi Jirga* elections. Lessons learned from the 2004–2005 Presidential, Provincial Council, and National Assembly Elections highlighted the need for increased coordination among the various UN entities and other partners providing support to the electoral process in Afghanistan in order to avoid duplication of effort, enhance the flow of information, and increase efficiency and accountability. This revision acknowledges that lessons learned from the 2009 elections also highlight the need for further refinements in the areas of governance, management, and structure of electoral support.

UNDP ELECT, with the political guidance of UNAMA, will coordinate the provision of technical and material support to the IEC and ECC. Primary goals of the Electoral Support Framework are:

- i. To provide technical assistance to the IEC with a focus on capacity-building;
- ii. To provide operational assistance to the IEC and ECC in areas required to execute their mandate;
- iii. To coordinate all international donor assistance to the IEC and the ECC, including the Media Commission.
- iv. UNDP ELECT activities will be delivered in accordance with the principles of capacity-building, sustainability and skills transfer as outlined elsewhere in the document and in collaboration with the input of other members of the international electoral assistance team. A dedicated Project Management Unit will coordinate, monitor and evaluate the technical and operational support provided by the project to the 2010 electoral process and regularly update donors and other stakeholders on progress made, challenges encountered, and lessons learnt.

Throughout the implementation of the project, UNEAD, in coordination and consultation with DPKO/UNAMA, will play its General Assembly mandated role, including providing policy and technical advice to ensure coherence and consistency in the provision of UN electoral assistance; assisting in providing names of qualified experts from the UN electoral assistance roster, and reporting to member states on the nature of requests and assistance. As per the UNDP-DPA Note of Guidance on electoral assistance, in order to keep the UN Focal Point on electoral assistance apprised of the political and technical status of electoral assistance projects, such information will be submitted on a regular status to UNEAD.

## Part 5: Monitoring and Evaluation

Monitoring and evaluation is an integral part of project implementation. As a joint IEC/UNDP exercise, the Project Board will assess progress and risks on a quarterly basis. The management team will monitor progress by tracking outputs and outcomes against the indicators and benchmarks for each activity in the project components. Qualitative measurements and assessments will include compliance with human rights principles, aid effectiveness principles, and the IEC's own Codes of Conduct as appropriate.

Monitoring progress towards results will be the responsibility of UNDP through the UNDP ELECT Project working with the IEC. The Country Office provides separate monitoring (Project Assurance) in accordance with its specific terms of reference.

Principles to measure the overall progress of the project are:

- All necessary institutions required for the effective administration of the electoral process: the IEC, Electoral Complaints Commission and Media Commission, as well as project components to support the 2010 process, are designed and established by the end of the second quarter of 2010.
- Planning for the 2010 election starts in an orderly manner by the first quarter of 2010.
- Resources are managed efficiently and effectively and donors receive regular reporting on expenditure and on progress against key benchmarks.

For purposes of monitoring and evaluation the following processes will be used:

- Internal monitoring, reviews: A quarterly project review undertaken in parallel with quarterly reporting will inform work plan updates, resource reviews, constraints and challenges and provide updates to the risk analysis and mitigation strategies. This will be conducted in partnership with the IEC.
- A final comprehensive independent external evaluation will be carried out at the end of the project. A terminal assessment of the project to document its achievements and failures and to record lessons learned shall be held during the last month of the project operation.
- Quality assurance by UNDP Country Office: As part of its obligation to quality assure all programming funded through UNDP, the UNDP Country Office will continually review project planning documents and will undertake periodic monitoring missions in partnership with the IEC and donors as appropriate. The results of these quality assurance exercises will be used to support continuous strengthening of UNDP's support to elections and will be reflected in quarterly and annual project reporting to donors.
- The Capacity-building Advisor will work closely with the IEC to build the skills of the IEC in monitoring and evaluation and will work with UNDP ELECT to ensure the IEC's capacity gains are reflected in narrative reporting.
- Monthly reporting to donors and the Project Board, as required, will be organized by UNDP in addition to quarterly and annual reporting.
- Weekly reporting will be conducted by the IEC.

Reports from monitoring activities will be generated to ensure that all UNDP resources are being managed in accordance with its financial regulations, rules and practices and procedures, the project document, the project implementation and the work plans. In this regard, the project team will be required to submit regular progress reports on implementation and a comprehensive financial report to be reviewed by the relevant

technical committees. The project team will additionally submit an initial work plan, staffing chart, and risk analysis and mitigation matrix.

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Financial, Procurement and Assets arrangements will all be in line with UNDP financial rules and regulations and Human Resources Policies.

Where possible, the project will have an increasingly dedicated focus on procurement from local providers, where local providers have the stability, capability, knowledge, and experience to do so. In order to build the IEC's capacity to conduct its own procurement processes and to ensure transparency, the IEC will receive briefings and presentations on the procurement process used by UNDP and will be invited to observe procurement committees where observation is not contrary to UNDP rules and regulations, and where agreements on confidentiality and impartiality agreement are concluded.

Assets acquired before, at the beginning or during the course of the project shall remain the property of UNDP until the program closes. If transfer of assets is requested by the IEC before the closure of the project, disbursement shall be determined by a joint decision of UNDP and donors.

Any asset transfer shall be subject to the processes and procedures defined in the UNDP assets management guideline and thus proper approval shall be sought and granted by the concerned parties and both parties shall ensure that no transfer and or donation is performed without the due process and the proper documentation.

In cases where heavy machinery and vehicles are temporarily placed in a location which is under the custody of the IEC, or are for the IEC's temporary use, IEC officials shall have full responsibility for the assets and report to the ELECT asset focal point any damage, relocation, repair, or any other issues that affects the normal condition and or location of the assets while in the IEC's care.

The project shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

#### **Part 6: Risk Assessment**

- A further deterioration in the security situation, further accentuating factional divisions (limiting IEC's and UNDP ELECT's operational capacity, voters' freedom of movement, and the ability to observe the elections); and an increased potential for ethnic-based violence. Mapping exercises of the 2009 election results indicate a relationship between insecurity (lack of government, security forces, and Rule of Law) and the occurrence of fraud and electoral malfeasance. The closure of polling stations in the upcoming Parliamentary elections has the potential to dramatically alter the nature of the parliamentary contests;  
*The project will be informed by and will continually monitor the security situation through the IEC's weekly coordination meetings with all security stakeholders.*

*through the Ministry of Interior's weekly briefings; from the advice of the UNDP ELECT Security Advisors; through the continual review of the risk assessment and mitigation strategies; through independent UNAMA assessments and related means.*

- A serious deterioration in the security situation, with another attack targeting international election workers, leading to large reduction in UNDP electoral staff; *The project will be informed by and will continually monitor the security situation through the IEC's weekly coordination meetings with all security stakeholders; through the Ministry of Interior's weekly briefings; from the advice of the UNDP ELECT Security Advisors; through the continual review of the risk assessment and mitigation strategies, including a reduction in personnel, scope of work, and limits on areas of deployment. Additionally, the project will undertake the security upgrade required by UN Department of Safety and Security (UNDSS) and UNDP Security.*
- A public disillusioned with the democratic processes (including the performance of the state institutions); *Programmes aimed at assessing and improving public perception of the process are outside the scope of UNDP ELECT activities. The IEC will pursue public outreach through its public outreach department. There is an expectation that technical assistance shall be provided by a member of the international electoral assistance team.*
- Poor perceptions of the independence of the IEC; *The technical advisory roles within the IEC include provision for high level advice on and recommendations for the IEC's consideration and adoption related to perceptions management; strategies to address poor perceptions and to build the integrity of the institution.*
- Possible challenges to the national media; *The media support work of the Media Commission within the IEC, responsible for monitoring media for compliance with Codes of Conduct; the work of other implementing partners and its work in media development and training of journalists, and donors themselves, will be expected to be continually alert to, advocate for, and develop strategies to support freedom of expression against pressures, especially on the state-controlled media.*
- Substantial voter fraud or attempts to commit fraud. *Measures will be put in place to mitigate the potential levels of fraud in both voter registration and polling. Measures will also be used to investigate, identify, and address potential cases of fraud during registration, polling, and counting. However, it is important to note that fraud is also a product of the political and security context and cannot be eliminated by mitigation measures alone.*
- Continued relations of patronage between powerbrokers and communities. *These relationships are outside the control of the project. The IEC's public outreach activities will include modalities for entrée into communities through the development of relationships with community, religious and tribal leaders and the establishment of trust between key community players.*
- A police force with insufficient capacity to provide community security. While there has been a marginal increase in capacity since the 2009 elections, the current police force remains insufficiently capable of providing security to all of the electoral sites and processes, together with normal Rule of Law activities.

*The IEC will engage with the national security forces to advice on the provision of electoral security, as well as with international military forces.*

- *A voter register unable to be adequately corrected through the 2010 VR exercise. It has been noted that additional registration will be required before the 2010 election, noting the limited VR exercise of 2008-9. The small scale of the exercise, however, will not allow it to result in a correct or complete voter register in time for 2010.*
- *Late appointment of the ECC can have an impact on it properly carrying out its mandate, particularly adjudication of challenges to candidate eligibility. To facilitate a quick establishment of the ECC when appointed, a skeleton headquarters secretariat remains in place as of April 2010. Further, long-term agreements with service providers in the areas of human resources, office management, fuel, transportation, etc., will allow UNDP to augment its support in those areas once appointments are concluded.*

Risk Assessment and Mitigation Plans will be updated for all activities and be subject to continuing review by donors and the Project Board.

**Part 7: Results and Resources Framework**

<b>UNDAF Outcome:</b> Intended Outcome as stated in the Country Programme Results Framework	Outcome 3. The institutions of democratic governance are integrated components of the nation-state. Outcome 4. The state and non-state institutions are better able to promote democratic participation and be accountable to the public.
<b>Applicable Key Result:</b>	Good governance, peace and stability
<b>Intended CPAP Outputs:</b>	4.1 - A strengthened Independent Electoral Commission conducts and supervises elections; 4.2 - National institutions, ECC, civil society organisations, political parties, and a well-informed electorate (including women and marginalized groups) contribute to credible elections;
<b>CPAP Indicator(s), Baseline and Benchmarks:</b>	4.2.1 Indicator: Election conducted with high levels of citizen participation. <u>Baseline</u> : Newly empowered IEC; Heavy outside dependency <u>Target</u> : IEC organizes 2010 Parliamentary elections with lesser dependence on international advisors;
<b>Project title and ID:</b>	Enhancing Legal & Electoral Capacity for Tomorrow (ELECT). ID: 00050324

Project Outputs	Performance Indicators (baseline and benchmark)	Indicative Activities	Responsible Parties	Inputs (USD)
<p><b>Output 1.A:</b> The IEC is supported to conduct a limited voter registration top-up as required for the 2010 elections.</p>	<p><u>Indicators:</u></p> <p>1) Number of eligible voters (disaggregated by sex and geographical location) issued with new voter registration cards.</p> <p>2) IEC ability to manage the various aspects of the VR process with reduced international support.</p> <p><u>Baseline:</u></p> <p>4,566 623 Afghans received new voter registration cards between October 2008 and February 2009. Those registered included 1,809,194 females, representing 40% of the total registered voters. Nearly 150,000 Kuchis were also registered across the country. An additional 95,709 voters were registered during follow-on mobile voter registration that ended in June 2009.</p> <p><u>Benchmarks:</u></p> <p>1) IEC completes a limited voter update exercise in accordance with criteria and timelines specified in its 2010 Operational Plan.</p> <p>2) IEC demonstrates an improved technical and operational capacity to manage the voter registration process on its own, with reduced international assistance.</p>	<ol style="list-style-type: none"> <li>1. Facilitate IEC to deploy temporary staff to carry out VR, by providing salaries and other staff payments.</li> <li>2. Procure, and support IEC to deliver and retrieve assets, materials, and logistical supplies for the VR top-up process in a timely manner.</li> <li>3. Support IEC to design and deliver appropriate training to Provincial staff and VR temporary staff about the conduct of the VR top-up exercise.</li> <li>4. Provide technical and operational assistance to enable IEC to upgrade its IT and software systems in the data centre, and complete the VR data entry ahead of the <i>Wolesi Jirga</i> elections.</li> <li>5. Provide coordination support to enable IEC to plan and implement an awareness-raising VR public outreach campaign.</li> </ol>	<p>UNDP IEC</p>	

<p><b>Output 1.B:</b> Capacity-building, through technical and operational support to the IEC, to assist in the conduct of the 2010 election;</p>	<p><u>Indicators:</u> Proportion of the Afghan population (disaggregated by sex and geographical location) who view the 2010 elections as credible;</p> <p><u>Baseline:</u> During the 2009 Presidential and Provincial Council elections, major problems emerged that impacted the elections process.</p> <p><u>Benchmarks:</u> 1 )All electoral benchmarks--candidate nomination, staffing, delivery and retrieval of polling materials; polling, processing and announcing of election results--are attained in accordance with standards and timelines prescribed in the IEC 2010 Operational Plan;</p> <p>2)The post-2010 Concept of Operations is drafted by IEC by December 2010 with a strong focus on electoral reforms</p>	<p>1. Provide technical and operational support – with a focus on core activities – to enable IEC to implement the 2010 electoral programme;</p> <p>2. Procure, and support IEC to deliver and retrieve assets, infrastructure, electoral materials, and logistical supplies required for the 2010 <i>Wolesi Jirga</i> elections in a timely manner;</p> <p>3. Provide IT support to improve IEC capacity to manage the processing of candidates' data and election results;</p> <p>4. Support IEC to deploy temporary staff for the <i>Wolesi Jirga</i> elections, by providing salaries and other staff payments;</p> <p>5. Support IEC to design and deliver appropriate training to IEC staff about the conduct of the <i>Wolesi Jirga</i> elections;</p> <p>6. Support the implementation of IEC security safe-guards for personnel and sensitive electoral materials;</p>	<p>UNDP IEC</p>
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		<p>7. Support IEC to construct and equip a Media Centre, and provide salaries for Media Commission temporary staff.</p> <p>8. Support the IEC to improve its human resources, finance, IT, procurement, asset management, and performance monitoring &amp; evaluation processes.</p> <p>9. Advise IEC Commissioners and Secretariat on electoral policy development, issues analysis, and ethical (evidence-based) decision making</p>		
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<p><b>Output 2:</b> Capacity-building through technical and operational support to the ECC, to manage their responsibilities in the conduct of the 2010 election</p>	<p><u>Indicators:</u></p> <p>1) Ability of ECC to adjudicate electoral complaints in a timely manner;</p> <p>2) Level of professional independence of the IEC, ECC, and Media Commission.</p> <p><u>Baseline:</u></p> <p>ECC structures were established at province level too late for the candidate nomination process, the complaints arbitration was slow – resulting into a 6-week’s delay in the certification of 2009 election results</p> <p><u>Benchmarks:</u></p> <p>The ECC receives and arbitrates electoral complaints associated with candidates’ nomination, political campaign, polling, and processing of election results without any biases and within prescribed timelines.</p>	<p>1. Provide technical and logistical support to the Electoral Complaints Commission as required</p>	<p>UNDP ECC</p>	
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<p><b>Output 3:</b> Support to long-term electoral reform and capacity-building of the electoral management bodies</p>	<p><u>Indicators:</u></p> <ol style="list-style-type: none"> <li>1) Strengthened electoral management bodies in place.</li> <li>2) Capacity of the IEC to make technical contributions to the electoral reform process if requested;</li> </ol> <p><u>Baseline:</u></p> <ol style="list-style-type: none"> <li>1) Electoral management bodies are facing considerable challenges;</li> <li>2) The IEC was able to contribute to the electoral reform largely based on the 2009 experience.</li> </ol> <p><u>Benchmarks:</u></p> <ol style="list-style-type: none"> <li>1) Capacity of the IEC is strengthened through the experience of the 2010 elections and an institutional capacity mechanism is in place which includes a strategy for conducting subsequent election with reduced international presence;</li> <li>2) IEC Senior management is able to contribute to electoral reform, if required, based on the experience of the 2009 and 2010 electoral processes, exposure to international experience and participation in capacity-building programmes.</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide technical assistance to review the legal and institutional framework for Afghan elections and inform a long-term electoral reform agenda.</li> <li>2. Support IEC to undertake a participative organisational assessment and strategic planning process to inform the post-2010 Concept of Operations.</li> </ol>	<p>UNDP IEC ECC</p>	
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