Participating UN Organisation: UNDP (lead agency), UNOPS		**Priority Area: Governance and Human Rights/ Sector: Governance**			
Government of Iraq – Responsible Line Ministry: Independent High Electoral Commission (IHEC)					
Title	Institutional Development Support to the Independent High Electoral Commission (IHEC)				
Geo. Location	All Governorates of Iraq				
Project Cost	**Total ITF Budget: $ 24, 861, 991: UNDP: $ 13, 947, 279 - UNOPS: $ 10, 914, 712**				
Duration	36 months				
Approval Date (SC)	29.09.2010	**Starting Date**	18.10.2010	**Completion Date**	18.10.2013
Project Description	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. 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: 1. Institutional framework and organisational capacity of the IHEC as Iraq's permanent electoral institution, established under the constitution; 2. Human resource capacity of the IHEC (staff skills, knowledge and resources) at both central and governorate office levels; 3. Technological capacity of the IHEC to manage electoral processes in a sustainable manner.				

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 UNDAF but only after project was 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	
Outputs	**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** Output 1.1: IHEC has improved institutional transparency and accountability Output 1.2: IHEC has improved institutional management structures and practices Output 1.3: IHEC has enhanced electoral management policies and processes **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** Output 2.1: IHEC has enhanced internal professional development and capacity building strategy Output 2.2: IHEC staff have improved technical skills to fulfil their functions effectively **JP Output 3: IHEC has improved technological capacity to manage electoral processes in a sustainable manner**
Activities	1.1.1 CoR reporting requirements reviewed with the IHEC; 1.1.2 Board decisions published in Kurdish and Arabic; 1.1.3 IHEC electoral regulatory framework reviewed; 1.1.4 Electoral legal framework reviewed in cooperation with CoR Legal Committee; 1.1.5 IHEC complaints process reviewed; 1.1.6 Institutional framework for dispute resolution reviewed in cooperation with CoR Legal Committee, Accountability and Justice Commissioner, and Electoral Judicial Panel; 1.1.7 IHEC processes reviewed in relation to GoI regulations and procedures (admin, finance, contracts); 1.1.8. Number of capacity building activities[1] organised on transparency, accountability and legal framework; 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; 1.1.10 Percentage of participants satisfied with the relevance and usefulness of the activity; 1.1.11 Number of consultants providing technical support to IHEC on improved transparency and accountability; 1.2.1 IHEC SOPs drafted (finance, human resources, information management, administration approval processes); 1.2.2 IHEC reporting guidelines drafted; 1.2.3 IHEC finance, human resources and inventory management systems assessed and upgraded; 1.2.4 Number of management capacity building activities organised for enhancement of management structures and practices; 1.2.5 Number of personnel (male/female) engaged in management capacity building activities; 1.2.6 Percentage of participants satisfied with the relevance and usefulness of the activity; 1.2.7 Number of consultants providing technical support to IHEC to improve institutional management structures and practices; 1.3.1 Assessment of voter registration policies, operational processes and systems completed, in cooperation with relevant Iraqi government bodies; 1.3.2 Study of IDP data and voting patterns completed, in cooperation with Ministry of Displacement and Migration;

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[1] Capacity building activity' refers to training, study visit, workshop, seminar, roundtable or election lessons learned event.

	1.3.3 Systems for managing political entity and candidate data assessed and upgraded; 1.3.4 Voter information campaign evaluated; 1.3.5 IHEC governorate helpdesk and call centre services assessed and improved; 1.3.6 Number of capacity building activities held to enhance electoral management policies and processes; 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; 1.3.8 Percentage of participants satisfied with the relevance and usefulness of the activity; 1.3.9 Number of consultants providing technical support to the IHEC to enhance electoral management policies and processes. 2.1.1 Internal capacity building procedures and evaluation tools developed by IHEC; 2.1.2 Number of personnel (male/female) using resources provided to the IHEC resource centre (books, publications); 2.1.3 Number of capacity building activities organised for IHEC CB personnel; 2.1.4 Number of IHEC CB personnel (male/female) engaged in capacity building activities; 2.1.5 Percentage of participants satisfied with the relevance and usefulness of the activity; 2.1.6 Number of capacity building activities organised by IHEC CB Department; 2.1.7 Number of personnel (male/female) engaged in capacity building activities organised by IHEC CB Department; 2.1.8 Number of personnel (male/female) fully accredited as BRIDGE facilitator; 2.1.9 Number of consultants providing support to the IHEC in delivery of capacity building activities; 2.2.1 Number of capacity building activities[7] organised to enhance technical skills; 2.2.2 Number of personnel (male/female) engaged in capacity building activities to improve technical skills; 2.2.3 Percentage of participants satisfied with the relevance and usefulness of the activity; 2.2.4 Number of personnel (male/female) trained in use of graphic design and translation equipment; 2.2.5 Number of consultants providing technical support to improve IHEC staff technical skills. 3.1.1 Number of technological assessments completed (IT and communications); 3.1.2 Voter registration systems and equipment upgraded; 3.1.3 GIS system developed; 3.1.4 Number of personnel (male/female) trained on the usage and maintenance of IT systems; 3.1.5 Percentage of trainees passing the end of training technical test; 3.1.6 ITC Disaster Recovery Plan is developed; 3.1.7 Strategy for improving data entry centre processes is developed; 3.1.8 Number of IHEC staff participating in a study visit on effective and efficient tabulation of results; 3.1.9 IHEC call centre systems assessed and upgraded; 3.1.10 Number of consultants providing technical support to improve IHEC's IT communication and technology.
Procurement	Procurement planned under the project: • Resources for the IHEC resource centre (books, publications, equipment) • Graphic Design equipment • Translation equipment (dictionaries, glossaries, simultaneous interpretation) • Call centre equipment and software • Voter registration equipment and systems • GIS hardware and software equipment • Equipment for implementation of ITC disaster recovery plan

Funds Committed (UNDP)	3, 629, 193	**% of approved**	26 %
Funds Disbursed (UNDP)	3,539,279	**% of approved**	25.4 %
Forecast final date	17 October 2013	**Delay (months)**	0
Funds Committed (UNOPS)	6,308,011	**% of approved**	58%
Funds Disbursed (UNOPS)	5,894,519	**% of approved**	54%
Forecast final date	17 October 2013	**Delay (months)**	0
Funds Committed (total)	9,937,204	**% of approved**	40 %
Funds Disbursed (total)	9,433,798	**% of approved**	37.9%

Direct Beneficiaries	**Number of Beneficiaries**	**% of planned (current status)**
Men (Target: 1,471)	1,000	68 %
Women (Target: 368)	232	63%
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, consultancies or service provision contracts may take place during implementation of the programme, utilising Iraqi trainers and service providers wherever possible.	n/a

Quantitative achievements against objectives and results			
	Target	Actual	**% of planned**
Output 1 / UNDP **1.1 IHEC has improved institutional transparency and accountability**			**45 %**
1.1.1 CoR reporting requirements reviewed with the IHEC	Yes	Initiated	8%
1.1.2 Board decisions published in Kurdish and Arabic	All	Yes	100%
1.1.3 IHEC electoral regulatory framework reviewed	Yes	Initiated	7%
1.1.4 Electoral legal framework reviewed in cooperation with CoR Legal Committee	Yes	Partially	30%
1.1.5 IHEC complaints process reviewed	Yes	Yes	100%
1.1.6 Institutional framework for dispute resolution reviewed in cooperation with CoR Legal Committee, AJC, EJP	Yes	Not yet initiated	
1.1.7 IHEC processes reviewed in relation to GoI regulations and procedures (admin, finance, contracts)	3	1	33%

1.1.8. Number of capacity building activities[2] organised on transparency, accountability and legal framework	19	8	42%
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	340	129 (105 male/24 female)	38%
1.1.10 Percentage of participants satisfied with the relevance and usefulness of the activity	80%	93%	
1.1.11 Number of consultants providing technical support to IHEC on improved transparency and accountability	5	3	60%
Output 1.2 / UNDP **IHEC has improved institutional management structures and practices**			**46 %**
1.2.1 IHEC SOPs drafted (finance, human resources, information management, administration approval processes)	5	0	0%
1.2.2 IHEC reporting guidelines drafted	Yes		
1.2.3 IHEC finance, human resources and inventory management systems assessed and upgraded	3	0	0%
1.2.4 Number of management capacity building activities organised for enhancement of management structures and practices	19	17	89%
1.2.5 Number of personnel (male/female) engaged in management capacity building activities	400	244 (177 male/66 female)	61%
1.2.6 Percentage of participants satisfied with the relevance and usefulness of the activity	80%	96%	
1.2.7 Number of consultants providing technical support to IHEC to improve institutional management structures and practices	5	4	80 %
Output 1.3 / UNDP lead w UNOPS **IHEC has enhanced electoral management policies and processes**			**49 %**
1.3.1 Assessment of voter registration policies, operational processes and systems completed, in cooperation with relevant Iraqi government bodies	Yes	Initiated	15%
1.3.2 Study of IDP data and voting patterns completed, in cooperation with MoDM	Yes	Initiated	5%
1.3.3 Systems for managing political entity and candidate data assessed and upgraded	Yes	Not yet initiated	
1.3.4 Voter information campaign evaluated	Yes	Not yet initiated	

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[2] Capacity building activity' refers to training, study visit, workshop, seminar, roundtable or election lessons learned event.

1.3.5 IHEC GEO helpdesk and call centre services assessed and improved	Yes	Initiated	5%
1.3.6 Number of capacity building activities held to enhance electoral management policies and processes	27	26	96%
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	450	452 (372 male /80 female)	100%
1.3.8 Percentage of participants satisfied with the relevance and usefulness of the activity	80%	96%	
1.3.9 Number of consultants providing technical support to the IHEC to enhance electoral management policies and processes	4	3	75%
Output 2.1 / UNDP lead w UNOPS **IHEC has enhanced internal capacity building and professional development strategy**			**71**
2.1.1 Internal CB procedures and evaluation tools developed by IHEC	Yes	Part	75%
2.1.2 Number of personnel (male/female) using resources provided to the IHEC resource centre (books, publications)	50	30 (16 male/14 female)	60%
2.1.3 Number of capacity building activities organised for IHEC CB personnel	8	5	63%
2.1.4 Number of IHEC CB personnel (male/female) engaged in capacity building activities	67	107 (86 male/23 female)	100%
2.1.5 Percentage of participants satisfied with the relevance and usefulness of the activity	80%	100%	
2.1.6 Number of capacity building activities organised by IHEC CB Department	tbd by IHEC[3]	82	n/a
2.1.7 Number of personnel (male/female) engaged in capacity building activities organised by IHEC CB Department	tbd by IHEC	717 (596 male/121 female)	n/a
2.1.8 Number of personnel (male/female) fully accredited as BRIDGE facilitator	4	11 (10 male/1female)	100%

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[3] The IHEC has not yet fully developed its plan to 2013, so there is not yet a target against which to measure this. 2010 activities: 35 activities with 492 participants (421 male / 71 female).
2011 activities: 43 activities with 154 participants (112 male / 42 female).

2.1.9 Number of consultants providing support to the IHEC in delivery of capacity building activities	8	2	25%
Output 2.2 / UNOPS **IHEC staff have improved technical skills to fulfil their functions effectively**			**76 %**
2.2.1 Number of capacity building activities[7] organised to enhance technical skills	15	16	100 %
2.2.2 Number of personnel (male/female) engaged in capacity building activities to improve technical skills	298	254 (211 male/43 female)	85%
2.2.3 Percentage of participants satisfied with the relevance and usefulness of the activity	80%	96%	
2.2.4 Number of personnel (male/female) trained in use of graphic design and translation equipment	10	8	80%
2.2.5 Number of consultants providing technical support to improve IHEC staff technical skills	5	2	40%
Output 3.1 / UNOPS **IHEC has improved technological capacities to support electoral processes in a sustainable manner**			**38 %**
3.1.1 Number of technological assessments completed (IT and communications)	2	1	50%
3.1.2 Voter registration systems and equipment upgraded	Yes	Initiated	60%
3.1.3 GIS system developed	Yes	Initiated	10%
3.1.4 Number of personnel (male/female) trained on the usage and maintenance of IT systems	252	12 (11 male /1 female)	5%
3.1.5 Percentage of trainees passing the end of training technical test[4]	80%	95(Test 1) /98 Test 2)	97%
3.1.6 ITC Disaster Recovery Plan is developed	Yes	Initiated	5%
3.1.7 Strategy for improving data entry centre processes is developed	Yes	initiated	10%
3.1.8 Number of IHEC staff participating in a study visit on effective and efficient tabulation of results	8		
3.1.9 IHEC call centre systems assessed and upgraded	Yes	Initiated	5%
3.1.10 Number of consultants providing technical support to improve IHEC's IT communication and technology	3	4	101%

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[4] Some components of graphic design and database training are included in Output 2.2

Qualitative achievements against objectives and results

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, ICT, project cycle management, and incorporation of gender considerations into electoral processes.

During the reporting period, the United Nations Electoral Assistance Division (UNEAD) conducted a Needs Assessment Mission (NAM) for the electoral support to Iraq. The purpose of the NAM was to assess the political and electoral environment in Iraq, evaluate the capacity and needs of the IHEC, and identify remaining or new areas of UN support. Four officials from the EAD carried out the NAM and they met and discussed with officials from the UN, IHEC, Political Entities, Civil Society Organizations and Government. UNDP and UNOPS provided an overview of the UN Integrated Electoral Assistance Team electoral support to the IHEC and made recommendations on areas of focus for 2013 and beyond.

Output 1.1: IHEC has improved institutional transparency and accountability

As a follow up to recommendations on support to the IHEC on legal issues identified at the institutional development programme mid-year review, a hiring process for a national legal expert was initiated during the quarter in order to have a legal expert on board who can take forward specific recommended activities.

On 11-14 November, a Workshop on Statistical Package for Social Sciences (SPSS) for Database Designing and Data Analysis took place in Baghdad. This was the second workshop aimed to develop IHEC staff capacity on planning and implementing statistical surveys. The workshop identified the most appropriate statistical programmes for database designing, data inputting, management and analysis and enhanced the efficiency and effectiveness of IHEC staff in the utilization of SPSS in data analysis and management. 20 IHEC participants, 18 male and 2 female, participated in the workshop which was facilitated by the UNDP Survey and Research Specialist Consultant.

On 10-14 December, four IHEC Commissioners, 1 female and 3 male, attended a five-day workshop in Barcelona, Spain on leadership and dealing with election-related violence. The workshop discussed ways in which representatives of electoral stakeholders can improve their leadership skills and take on board means of preventing and mitigating the escalation of election-related violence and conflict throughout the electoral cycle. On the workshop side-lines, the IHEC's delegation exchanged electoral management experiences and explored potential areas of cooperation with other delegates from electoral commissions in Indonesia, Georgia, Ghana, Spain, Nepal, and Kenya.

Output 1.2: IHEC has improved institutional management structures and practices

During the reporting period, UNDP continued to provide support in the priority areas of human resource management, gender and board management.

On 7 October, an introductory meeting took place between the Electoral Assistance Team (EAT) and the new IHEC Board of Commissioners (BoC). A presentation was made on the electoral projects' achievements and cooperation between the EAT and the IHEC. This was followed by a lively discussion on ways of enhancing cooperation, in particular, in light of the upcoming Governorate Councils elections, scheduled for April 2013. 11 participants, 2 female and 9 male, attended the meeting. This activity formed part of the induction package for the new Board of Commissioners.

A two-day training workshop on Analysis from the gender perspective and gender-sensitive indicators for the IHEC Gender Working Group took place in Baghdad on 07-08 November 2012. The workshop deepened the participants' knowledge on gender issues and indicators with a view to enhance women electoral officials' contribution to the institution's activities. 7 members of the IHEC gender working group, 1 male and 6 female, attended the workshop.

A four-day training on Paper and Electronic Archiving was held in Erbil from 16 to 19 December. The training was dedicated to the staff of registration centres at National and Governorate Offices levels. The workshop equipped the IHEC staff with modern methods for electronic and paper archiving with the aim of improving record management for the Administration Department's Human Resource Section. 30 IHEC participants, 8 female and 22 male, participated in the training.

Output 1.3: IHEC has enhanced electoral management policies and processes

Support under this output focused on enhancing knowledge of electoral processes and broadening awareness of the different options for electoral policies and their technical implementation. Furthermore, support was continued in the area of security management and voter registration.

On 11-12 November, a workshop on logistics and procedures of updating the Voter Register took place in Baghdad. The two-level training programme identified logistical challenges that are faced during voter registration updates and discussed the required preparations for the Governorate Council Elections scheduled for April 2013. 24 staff , 20 male and 4 female, from the IHEC Logistics Department from both the National and Governorate Offices took part in the training workshop. The Workshop was facilitated internally by three IHEC trainers.

On 18-21 November, a meeting on operational issues took place in Erbil. 25 participants, 22 male and 3 female, from the National Office and the Governorate Elections Offices discussed preparedness in light of the upcoming elections with a special emphasis on operational aspects of data collection from IDP and Special Voting Centres, ballots counting and tabulation as well as complaints procedure among others. The event was facilitated by the Director General of Operations Dr. Waleed al-Zaidy.

A three-day training workshop on Internally Displaced Persons (IDPs) registration was held in Erbil from 28-30 November 2012. The workshop was dedicated to the registration of IDPs in the Kurdistan Governorate Region (KRG) and Kirkuk. 13 participants, 10 male and 3 female, from Governorate Offices in KRG and Kirkuk attended the training workshop. The training enhanced IHEC's knowledge in providing awareness to IDPs on voting procedures, their voting centres, and how to fill out their ballots.

The Data Entry Centre (DEC) and Procedures and Training Departments held a two-day operational workshop on the data entry procedures from 27 to 28 November in Baghdad. 22 participants, 18 male and 4 female, from the two departments attended the workshop. The outcome of the workshop was an enhanced communication between the data entry centre on one hand and the electoral offices on the other hand. The workshop also introduced the procedures of data entry during Voter Registration Update and clarified the DEC functioning procedures with regard to the operational office and other supporting IHEC units.

IHEC conducted a four-day workshop in Erbil on complaints and appeals during voter registration update from 2 to 5 December. 28 participants, 22 male and 6 female, from Operations, Complaints, and Legal departments at national and governorate levels attended the workshop. The workshop identified the legal concept and operational practices on how to deal with complaints during voter registration and discussed lessons learned from past experiences. The workshop was internally facilitated by IHEC trainers.

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 includes improving coordination with the Governorate Elections Offices on implementation of activities, developing appropriate activity tracking mechanisms and the establishment of a resource centre. All guidance to the IHEC Capacity Building Department is undertaken jointly by UNDP, UNOPS and UNAMI.

On 13 November 2012, UNDP handed over 40 books in English and Arabic language on electoral issues published by the National Democratic Institution (NDI) to the IHEC. The books are used by the IHEC staff as reference material on different aspects of election organization, including public outreach, and interaction with other electoral stakeholders such as civil society, vulnerable groups, political entities, domestic observers and the media.

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

Following consultations with IHEC, UNOPS has proceeded with an RFP for services in software and database development for IHEC. This step will ensure that IHEC staff will be properly supported while developing essential software for the voter registration as well as for tabulation of results.

In the month of December, UNDP deployed a Software Development consultant who worked with UNOPS advisors in supporting the IHEC in software development for the IHEC's Data Entry Centre (DEC). This support was aimed at preparing the DEC with appropriate systems for voter registration and election results processing.

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

During the reporting period, October to December 2012, several critical activities as they relate to the upcoming elections and IHEC technical capacities were undertaken and completed. A brief summary of these activities is as follows:

On 24th October 2012, UNOPS received a request from IHEC to assist with the redesign and implementation of the DEC Network Infrastructure. Given the fact that VRU data entry was expected to start at the beginning of December, the project had to be completed within 30 days. This included replacing over 15,000 meters of copper cable and installing 3,000 meters of new fibre optic cable to support bandwidth intensive applications on approximately 500 endpoints. The project was completed in time, and several critical improvements were introduced into the DEC infrastructure such as fully redundant end to end network fabric and introduction of a network monitoring system (NMS) with the concept of a network operations centre (NOC).

During this quarter, several assessments of the ICT infrastructure and Information risk, control and governance at IHEC were carried out and presented to the IHEC management. The recommendations include critical infrastructure issues such as power conditioning (UPS, Generators), lack of disaster recovery planning as well as governance issues such as lack of a regular financial budget, senior oversight and strategic plan for ICT.

UNOPS organized a meeting of IHEC management with Microsoft, which was attended by the Director of Operations, IT Manager, Network Manager and Manager of the Data Management Unit, IFES representative and UN ICT. Microsoft presented various licensing and support options. The meeting was organized since software licensing represents legal liabilities and implications for IHEC and it is important to highlight the risk to the IHEC Management for appropriate risk treatment actions. A budgetary quotation along with different payment plans from Microsoft were also presented to IHEC Director of Operations.

The UNOPS ICT team assisted IHEC by providing best-practices reference frameworks to be used in the preparation of the 500 workstations at the DEC which have now been re-formatted and re-installed with a new operating system image which has been properly patched with Microsoft updates and an anti-virus engine.

IHEC requested UNOPS to support the business continuity and disaster recovery plan for the DEC including setting up a high availability Storage Area Network (SAN) for file services (scanned images and database snapshots) as well as a backup/archival system using tape media. Space had been identified in IHEC and construction will commence in January after the VRU data entry is completed. UNOPS had placed an order on the required hardware, software and implementation support and deliveries are expected to start shortly.

On the operational front as well, several important interventions took place. This included the revival of the telephone PABX system (Cisco Call Manager) used at IHEC for internal communication. The system was down for almost 4 months due to a crashed server, which has been repaired. However, this system is in need of replacement or upgrade. The internet caching mechanism was also revived with the start of a new contract for provisioning of Internet services at the IHEC national office in Baghdad. The corporate email system, which has been down for more than a year and represents high risk in terms of data leakage, is currently being worked upon and is expected to be fully functional by the end of January.

Main implementation constraints & challenges (2-3 sentences)

The shift of IHEC's focus from institutional capacity building to operational priorities due to the preparations for the Governorate Council Elections that are scheduled for 20 April 2013 presented challenges to timely implementation of some activities of this programme.