

## Evaluate the reality of implementing the main electoral processes according to the quality management system In the Electoral Commission – Iraq

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### Abstract

The aim of the research is to recognize the role of quality management in the work of electoral bodies, with international interest in electoral work, as well as the need for electoral processes to be honest, fair and transparent. The commitment of commission to established regulations and laws and the observance of the rights of beneficiaries (workers, voters, candidates, political entities) are important matters that must be taken into account in order to enhance its credibility through improved quality of services provided. The problem of research in the face of electoral organizations and bodies in many countries, especially developing countries, is the limited application of quality and transparency standards in electoral processes, and the need to take advantage of the provisions of the International Standard ISO/TS 54001:2019, especially since commission needs to raise the quality of services provided by it to its beneficiaries. The research is important because it provides a framework for achieving the quality management requirements of electoral bodies in terms of key processes through the application of ISO/TS 54001:2019, and the importance of the proper design and implementation of the electoral quality management system on the one hand and the legal and political framework of the country on the other. The case study methodology, the use of check lists, and the benefits of the application of quality management in electoral bodies have been addressed, along with an assessment of the realities of the work of the Electoral Commission and an indication of its compatibility with the main electoral processes according to the specification. ISO/TS 54001:2019 Search results showed electoral process application rates at the electoral Commission ranging from (%100-50) compared to standard implementation of these processes. Among the most important recommendations of the research is the call for the adoption of the quality management system for electoral organizations and the adoption by the Electoral Commission of the implementation of the key processes of the International ISO/TS 54001:2019, the promotion of the quality culture and development of the Commission, as well as the promotion of the quality and development of the Commission. The potential, resources available and the use of competencies to enhance partner satisfaction, and to continuously improve the electoral process.

**Keywords:** Quality, Quality Management System (ISO), ISO 17582:2014, ISO/TS 54001:2019, Electoral processes.

### Introduction

The contribution of quality management is reflected in motivating individuals, organizations and expertise available to them in order to achieve better performance, by providing new incentives that have contributed to enhancing the effectiveness of individual and organizational parents. Today, the international quality-management bodies of the International Organization of Standardization (ISO) have been able to identify details of the work of electoral bodies developed by a group of international electoral experts in a manner that is adapted to the principles of quality management in electoral work.

The general framework of ISO/TS 54001:2019 shows how the design and implementation of electoral quality management is influenced by the legal framework and political tradition of the country, since there is no full conformity of standards among the various electoral bodies, but there are key axes and broad lines of electoral process in which all electoral bodies worldwide participate. These standards can

also be adopted as a tool for assessing electoral work, ensuring that reliable elections are held from all parties involved in the electoral process.

The global interest in quality certification requires that the election Commission be urged to comply with the requirements of ISO/TS 54001:2019 in order to ensure its growth, continuity, and event-keeping with electoral systems and techniques, for fair and transparent elections. To achieve this, the organization must be prepared to implement the requirements and put them into priorities to diagnose the gap between the reality of the quality system in the organization and the main processes according to ISO/TS 54001:2019. The six-year review of these processes and the identification of their applicability in the Electoral High Commission (the research community) comes from eight major processes (voter registration, registration of political entities and candidates, electoral support services, voice feedback, count and results, voter education, and oversight To finance electoral load, to resolve electoral disputes), and then to diagnose and analyze the gap and discuss the results. The conclusions and recommendations of the research have been reached.

### **Literature Review**

We are reviewing some previous studies related to the subject matter, its importance and the most important conclusions:

**The first study,** Ibraheem (2017) the possibility of applying the Quality Management System (Electoral Standard) at the Independent High Electoral Commission (ISO/TS 17582:2014), is the problem of research with limited application of quality standards and transparency in electoral processes, in addition to the need to raise the quality of services provided by the commission to beneficiaries. The importance of research provides a framework for achieving the quality management requirements of electoral bodies, and examines the continuous development and achievement of the firm's reliability, accuracy of its procedures and credibility at the local, regional and international levels. In terms of the most important objectives of the research, it focuses on assessing the technical reality of the electoral Commission and indicating the binding requirements in light of the international standard ISO17582, keeping up with the most up-to-date systems and techniques used internationally in electoral processes.

**The second study,** Benefits of applying ISO international standards in electoral processes (Basantes & Bahamonde, 2016), as the problem of the study is facing systems and information network security threats that affect the safety and integrity of the work of electoral bodies, while the importance of the study is directed towards raising the levels of positive awareness of citizens through the application of ISO 17582: 2014 and ISO 27001: 2013 for all electoral processes, and with regard to the objectives of the study, they consisted of continuous improvement to ensure the quality of methodologies that support the management and control of the electoral process, the management of information security, the integrity and confidentiality of information, and the availability of information during the electoral processes.

**The third study,** Promoting Sustainable Professional Development in (Finn, 2013) Electoral Management Bodies: Education an International ISO Electoral Standard, is a problem of research with some missteps and problems during elections, and the importance of research points to the continued development and development of electoral bodies. The most important objective of the research is to obtain transparent and credible elections, to continuously improve, to provide better service, to ensure the objectivity of electoral results, and to promote democracy.

### **1- Quality and Quality Management concept**

Quality is a popular term in today's world, and it is often applied by different organizations, so that the quality definitions offered by scientists and researchers are varied according to their outlook, their location and their work, and here we will address some of the concepts adopted by the most famous quality experts, including: Deming defined it as (meeting the needs of the customer present and receiving) (Davis,2014:2), and Crosby defined it as (consistent with the requirements established by the consumer) (Gopta,Valarmathi,2009:3), whereas Juran defined it as (appropriate for

use).(Gopta,Valarmathi,2009:3) Quality is defined by specialized organizations, EOQC considers quality to be (a set of attributes that characterize a particular product that determines its capacity to meet the needs of customers), and the EASQC defines quality as (a set of product advantages and characteristics that can meet the needs of consumers). (Al-Nuaimi and others.)31:2009 from these definitions, we conclude that the concept of (quality) differs according to the individual's location, as quality from the perspective of customers or consumers is associated with value.

The product or service, or its usefulness, and how the product can achieve the essential purpose, and thus the quality of that product can be judged. From the product point of view, quality means that the product or service meets the specifications. The Quality Management System is planned and established by documenting organization processes to meet customer needs and expectations. ISO 9001 specifies QMS requirements to provide products and services that meet customer requirements and applicable legal and regulatory requirements. In order to understand what it means to implement a quality management system in an organization, we must understand the meaning of the term quality management. Quality management can be defined as follows:(Nanda,2005:8) Quality management includes all the active required to plan the quality of the organization, and all the active activities required to meet the quality objectives. Quality management comprises four components: (1) Quality planning (2) Quality control (3) Quality improvement (4) Quality assurance. QMS is a dynamic system that adapts and changes to meet the needs, requirements and expectations of customers, and QMS managers need to coordinate efforts Effectively delivering suitable products that enable the organization to achieve efficiency and effectiveness (PYZDEK & Keller,2013: 43).

## **2- The origins and causes of the emergence of quality management systems for electoral organizations:**

The electoral bodies are the institutions responsible for managing the electoral process, and the full and transparent implementation of each process is the basis for the electoral authority to achieve legitimacy, in view of the limited application of quality and transparency standards in electoral processes and the processes of association facing electoral organizations and bodies in many countries, especially developing countries. The need to improve the quality of electoral services provided to beneficiaries was also emphasized. The emergence of quality management systems for electoral organizations and standard specifications aims to standardize the electoral process for all electoral bodies worldwide, and to adopt these standards as a tool for assessing electoral work in order to ensure that reliable elections are held by the parties involved in the electoral process. It was also important to provide a framework for achieving quality management requirements for electoral bodies through the application of ISO content and the harmonization of documentation with international standard requirements. Increased international interest in quality, in favor of electoral action in political systems based on democratic governance, continuous improvement and development of the electoral process, and transparent, fair, and credible elections, are among the reasons for the emergence of quality management systems for electoral organizations.

ISO 17582:2014 is the only international standard in the electoral field, and has recently been updated in ISO/TS 54001:2019 puppies analyzing gaps in electoral management bodies selected to review electoral processes and identify gaps in them according to ISO 9001 requirements: 2015 and prepare action plans to address gaps, and educate senior management in their role in the implementation of the Quality Management System (QMS), results management, effectiveness indicators, organization targeting, and support, direction and improvement processes. In addition to developing procedures and monitoring documentation on auditing electoral quality management systems (IEAB- OAS,2019).

## **3- Benefits of the application of the international standard for electoral management systems:**

Benefits of implementing the Quality Management System in Electoral organizations: (ISO focus, 2014:7)

- Get transparent and credible elections.
- Continuous improvement, better service.

- Ensuring the objectivity of electoral results.
- A significant decrease in the number of electoral disputes.
- Strengthening democracy.
- Identify operational weaknesses.
- Increase focus on leadership, outreach and change management.
- Framework for evaluating services provided to citizens .
- Confidence-building among voters.
- Reputation among international community.

#### **4- International standard (ISO/TS 54001:2019)**

ISO has issued Quality Management Systems - Special requirements for ISO 9001: 2015 for Electoral organizations at all levels of government, which supersedes ISO (17582: 2014, ISO/TS 54001:2019 issued ISO/TS 54001: 2019 is an international standard for applying ISO 9001:2015 in electoral organizations for all levels of government, which replaced ISO 17582: 2014 as of April 8, 2019 this specification is based on ISO 9001, so it includes managing continuous improvement processes with a general focus on risk-based thinking, to take advantage of opportunities and prevent undesirable outcomes. ISO/ST 54001:2019 applies to all electoral organizations that are committed to any aspect of the electoral process, whether permanent or temporary, established as support for a specific electoral period. ISO/TS 54001:2019 includes ten requirements: Scope, normative references, terminology and definitions, Organization context, leadership, Planning, attribution, process, assessing malpractice, improvement.

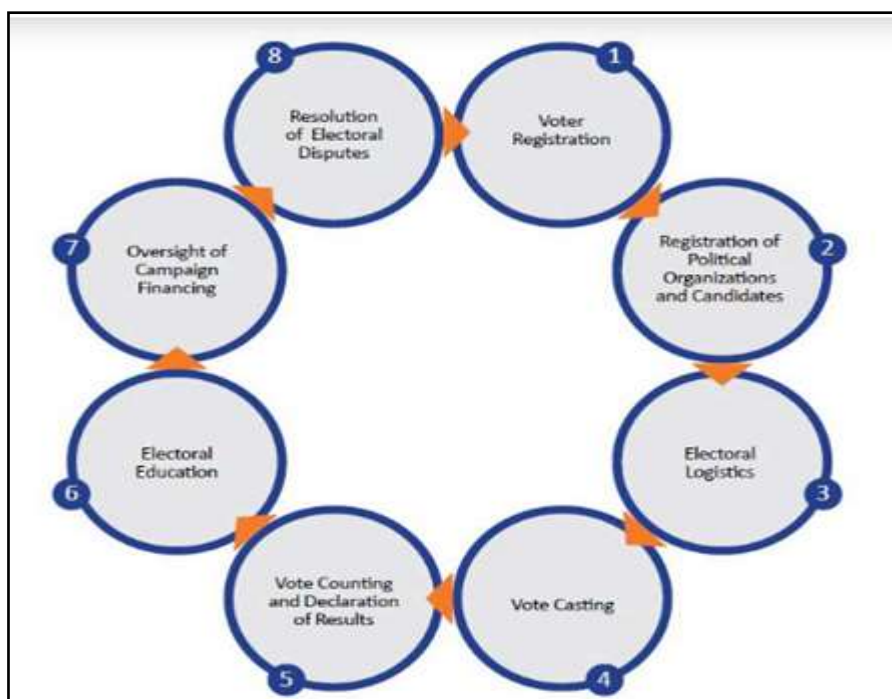
According to ISO, this international standard specifies the requirements of the quality management system when the organization is: ([www.iso.org](http://www.iso.org))

- You need to demonstrate their ability to provide products and services that meet the customer's requirements and the legal and regulatory requirements that are constantly in place.
- It aims to enhance customer satisfaction through effective system implementation, including system optimizations, customer matching, and applicable legal and regulatory requirements.
- It needs to demonstrate its ability to run elections by secret ballot, to provide reliable, transparent, free and fair results that meet electoral requirements.
- Within the established legal framework, it aims to enhance the confidence of citizens, candidates, political entities and other parties interested in the electoral process through the effective implementation of the electoral quality management system, including continuous improvements.
- All requirements of these general international standard standards apply to any organization, regardless of its type or size. This document applies to the election period, including pre-election and post-election activities or processes.
- This document applies to all electoral bodies participating in any aspect of the electoral process, whether permanent or temporary organizations established to support a particular election period.

#### **5- The main processes of a (QMS) in the electoral process :**

In order to ensure that the quality management system is implemented in all key aspects of the electoral process, ISO/TS54001: 2019 sets out minimum quality requirements and includes both planning, documentation, basic processes and record-keeping, and includes the quality management system for electoral organizations (ISO/TS54001: 2019) eight key electoral processes:

Voter registration, registration of political entities and candidates, electoral supply services, casting of votes, counting of votes and advertising of results, electoral education, monitoring of campaign financing and resolution of electoral disputes, as shown in figure (1).



**Figure (1)** Main processes of a quality management system for electoral organizations

Source: International Electoral Accreditation Authority based on ISO / TS 54001: 2019  
([www.oas-ieab.org](http://www.oas-ieab.org))

The recipe is a tool for enhancing efficiency and greater transparency, thereby encouraging an organizational culture of continuous improvement that promotes planning, thereby increasing the confidence of partners (voters, political entities and candidates) and making electoral processes more credible.

#### 1-5 Voter registration

Voting is an expression of the fundamental political right to participate in public affairs and is universally guaranteed, and therefore the registration of qualified voters is an essential element of the electoral process. Voter registration is the process by which a person is installed in the voter registration, the key information of the responsible electoral organization is provided and verified.

#### 2-5 Registration of political organizations and candidates

The participation of political entities and candidates is legal through registration for elections and formalization of the electoral process. Registration of political entities and candidates is the process by which a political entity and/or candidate receives legal recognition and is entitled to participate in elections.

#### 3-5 Electoral logistics

Electoral organizations must plan electoral supplies (logistics) well and early in the electoral event, and key supply factors include the provision of voting equipment, the establishment of polling stations and the efficient distribution of electoral materials.

#### 4-5 Vote casting

The process in which a voter expresses a preference for a candidate or political entity for public office, which is confidential and personal, where records must be provided to verify all voters' votes, whether electronically, paper or otherwise. Voting shall provide verifiable records of all votes cast by each voter, whether electronic or paper, during the electoral process.

#### **5-5 Vote counting and declaration of results**

The process of voting and counting is side by side, where counting is a task of paramount importance because the final results reflect the will of the voters. The counting of votes may be manual, mechanical or electronic, as permitted by the applicable legal framework and procedures. At the end of the counting process, each polling station must be able to determine: number of voters who voted, number of rejected and/or damaged papers, number of valid ballots, number of votes per political entity or candidate, number of contested ballots, number of unused ballots (remaining). Only the electoral organization has the power to announce the results of the official elections.

#### **6-5 Electoral education**

It is important for the voter to be aware of the different stages of the electoral process and to have access to relevant information regarding voting procedures and candidates. Electoral education is conducted by the electoral organization. The main objective of electoral education is to promote awareness among voters and political entities of candidate registration procedures, provide information on candidates/political entities, and enable voters to participate in elections.

#### **7-5 Oversight of campaign financing**

This process involves the application and imposition of legal requirements for the financing of political campaigns within the electoral process. This process analyses mechanisms that regulate and enforce the legal framework and campaign finance mechanisms within the electoral process.

#### **8-5 Resolving of electoral disputes**

The mechanism through which the electoral organization receives complaints, prepares necessary documentation and provides timely and transparent solutions to all disputes in the electoral process. Work is done transparently in accordance with the logical rules of all disputes arising in the electoral process.

### **Methods**

In the theoretical aspect of the research, the researcher approved the issuance of ISO/TS 54001: 2019 as well as the related books and letters. As for the practical side, the data was obtained through personal interviews with officials and workers of the Independent High Electoral Commission in Iraq, and access to documents and related details. The collection of data and information was based on check lists for the main electoral processes according to the ISO/TS 54001: 2019 specification, which consist of 8 processes, including 47 activities (voter registration / 7 activities, Registration of political organizations and candidates / 4 activities, Electoral logistics / 9 activities, Vote casting / 6 activities, Vote counting and declaration of results / 7 activities, electoral education / 4 activities, Oversight of campaign financing / 6 activities, Resolving of electoral disputes / 4 activities) and stating their compliance with the requirements of the main processes according to the international standard ISO/TS 54001: 2019.

### **Methodology**

Case Study has been adopted to examine the reality of the organization in question. (Independent High Electoral Commission of Iraq) as a method characterized by a detailed and precise description of relevant information, as well as the possibility of combining more than one research method in this approach simultaneously, for the purpose of achieving the desired goals and results by making use of the mechanisms provided by this approach, such as observations, observations and interviews with personnel at various levels of management (as well as access to records and documents to access details and information available).

### Data Analysis

In order to obtain the greatest possible accuracy in analyzing the data obtained through the checklists, the seven-scale scale was adopted (Salim, 2001:88). As shown in the subsequent checklists, according to weights (0 - 6) to indicate the actual application of the main electoral processes according to the ISO/TS 54001: 2019, in addition to using the weighted arithmetic mean and percentage to analyze the data and find gaps and indicate the actual application of operations by the electoral commission.

$$\text{The weighted arithmetic mean} = \frac{\text{Total (Weight * Duplicate)}}{\text{Total Duplicate}} \quad \text{--- 1-1}$$

$$\text{Percentage of match extent} = \frac{\text{Total (Weight * Duplicate)}}{\text{Total Duplicate * Highest weight on scale}} \times 100 \quad \text{--- 2-1}$$

$$\text{Gap amount for each checklist} = 1 - \text{percentage of match extent} \quad \text{--- 3-1}$$

The main electoral processes of the standard specification (ISO / TS 54001: 2019) will be compared with the reality of the electoral process in the Election Commission, and through the values obtained from the check lists, the applicability of the main processes will be identified in order to identify the gap and analyze the results.

### 1- Voters registration

The voter register contains voter information and data. For the purpose of preparing a final voter register, the Commission shall verify voter documentation for registration and updating according to the electoral regions. Table (1) shows the voter registration screening list and the activities of the Commission within the voter registration process at ISO/TS 54001:2019.

Table (1) Checklist for the voter registration							
The activities	Not Applicable Not documented	Partially applied			Totally applied		
		Not documented	Partially documented	Completely documented	Not documented	Partially documented	Completely documented
The commission receives and reviews the voter identification documents							X
The commission is verifying the information							X
The commission determines and maintains electoral district boundaries				X			
The Commission updates the voter register							X
The Commission creates a voter registry that is easily accessible to voters, to ensure vetting and verification by voters and candidates							X
The commission receives electoral complaints and tries to solve them in a timely manner						X	
The commission prepares the final voter registry							X
Weights	0	1	2	3	4	5	6
Duplicates	0	0	0	1	0	1	5
The result	0	0	0	3	0	5	30
Arithmetic mean	5,43 = 7/38						

Percentage of match extent	0,90 = 6/5,43
The amount of the gap	0,1 = 0,9-1

## 2- Registration of political organizations and candidates

The Commission shall register political entities and candidates for elections in accordance with specific mechanisms and procedures established by the Commission in accordance with the Parties Act. The Commission shall verify documents and other requirements in accordance with legal standards. Table (2) shows the list of the registration of entities and candidates indicating the activities of the Commission in the registration of political entities and candidates under ISO/TS 54001:2019.

Table (2) Checklist for the Registration of political organizations and candidates							
The activities	Not Applicable Not documented	Partially applied			Totally applied		
		Not documented	Partially documented	Completely documented	Not documented	Partially documented	Completely documented
The commission receives and reviews the documents of political entities and candidates							X
The Commission verifies the documents according to legal requirements and other registration criteria							X
The Commission receives and reviews any challenges facing political entities and candidates in a timely manner						X	
The commission registers political entities and candidates and communicates with them				X			
Weights	0	1	2	3	4	5	6
Duplicates	0	0	0	1	0	1	2
The result	0	0	0	3	0	5	12
Arithmetic mean	5						
Percentage of match extent	0,83						
The amount of the gap	0,17						

## 3- Electoral logistics

The electoral supply (logistics) aspect is one of the most important components of electoral work, as it relates to the provision of all electoral materials, as well as the establishment of polling stations and stations, as well as the numbers of polling staff. Table (3) shows the breakdown of the electoral supply operation, which shows Independent High Electoral Commission of Iraq activities within the electoral supply

Table (3) Checklist for the electoral logistics			
The activities	☺	Partially applied	Totally applied

		Not documented	Partially documented	Completely documented	Not documented	Partially documented	Completely documented
The commission prints the ballot papers							X
The commission prints electoral records and materials							X
The commission prepares and prepares electoral materials							X
The commission appoints and trains polling station staff							X
The commission is setting up polling stations							X
The commission is providing all the necessary voting equipment							X
The commission protects and distributes electoral materials							X
The commission updates and monitors the electoral maps						X	
The commission opens polling stations effectively and continuously on Election Day							X
Weights	0	1	2	3	4	5	6
Duplicates	0	0	0	0	0	1	8
The result	0	0	0	0	0	5	48
<b>Arithmetic mean</b>	5.89						
<b>Percentage of match extent</b>	0.98						
<b>The amount of the gap</b>	0.02						

#### 4- Vote casting

The Commission shall organize voting procedures on voter ballots in full confidentiality and shall ensure access by observers and agents of accredited political entities to observe the voting process. Table (4) shows the examination list of the voting process showing the activities of the Office of the High Commissioner as part of the voting process along the lines ISO/TS54001: 2019.

Table (4) Checklist for the Voting casting							
The activities	Not Applicable Not documented	Partially applied			Totally applied		
		Not documented	Partially documented	Completely documented	Not documented	Partially documented	Completely documented
The commission opens polling stations							X
The commission verifies the identity of the voters according to their ballot papers							X

The Commission protects the secrecy of the vote and the integrity of the ballot box							X
The Commission ensures the arrival of accredited observers and qualified agency agents to monitor the voting process							X
The commission organizes the voting procedures							X
The commission collects and documents complaints and objections related to the voting process							X
Weights	0	1	2	3	4	5	6
Duplicates	0	0	0	0	0	0	6
The result	0	0	0	0	0	0	36
<b>Arithmetic mean</b>							6
<b>Percentage of match extent</b>							1
<b>The amount of the gap</b>							0

#### 5- Vote counting and declaration of results

Is one of the most important stages of the electoral process in which the Commission checks, counts, promises and matches ballot papers in front of the audience and then tabulates data and results. Table (5) shows the inspection list of the counting process and the declaration of results showing the activities of the Office of the High Commissioner in the process of counting votes and announcing the results in accordance with ISO/TS54001: 2019.

Table (5) Checklist for the Vote counting and declaration of results							
The activities	Not Applicable Not documented	Partially applied			Totally applied		
		Not documented	Partially documented	Completely documented	Not documented	Partially documented	Completely documented
The commission determines the total number of voters who voted according to the voter list							X
The commission opens the ballot boxes to all attendees							X
The commission verifies and matches ballot papers and sorts them with groups representing different policy options							X
The commission prepares the votes clearly for all attendees							X
The Commission shall isolate the contested ballot papers, determine its acceptance or rejection in accordance with the established rules and record the number of invalid ballots.							X
The Commission is completing the preparation of results papers and voting data							X

The Commission tabulates the results and announces them as soon as they are available							X
Weights	0	1	2	3	4	5	6
Duplicates	0	0	0	0	0	0	7
The result	0	0	0	0	0	0	42
<b>Arithmetic mean</b>							6
<b>Percentage of match extent</b>							1
<b>The amount of the gap</b>							0

## 6- Electoral education

The Commission promotes awareness of both voters and political entities; and educates electoral processes and procedures to enable voters to participate in elections. Table (6) shows the breakdown of the electoral education process, which shows the activities of the Commission in the electoral education process, based on ISO/TS54001: 2019.

Table (6) Checklist for electoral education							
The activities	Not Applicable Not documented	Partially applied			Totally applied		
		Not documented	Partially documented	Completely documented	Not documented	Partially documented	Completely documented
The Commission promotes voter awareness / political entities				X			
The Commission educates about candidate registration						X	
The commission educates the processes, procedures and information about candidates / political entities						X	
The commission empowers voters to participate in elections							X
Weights	0	1	2	3	4	5	6
Duplicates	0	0	0	1	0	2	1
The result	0	0	0	3	0	10	6
<b>Arithmetic mean</b>							4,75
<b>Percentage of match extent</b>							0,79
<b>The amount of the gap</b>							0,21

## 7- Oversight of campaign financing

The Commission promotes fair competition between political entities and candidates and promotes accountability and transparency in accessing the financial resources available to candidates and political

entities. Table (7) shows the inspection list of the campaign finance control process, which shows the activities of the Office of the High Commissioner in the process of monitoring campaign finance at ISO/TS54001: 2019.

Table (7) Checklist for Oversight of campaign financing							
The activities	Not Applicable Not documented	Partially applied			Totally applied		
		Not documented	Partially documented	Completely documented	Not documented	Partially documented	Completely documented
The Commission deters corruption, the influence of private interests, the misuse of state resources, vote buying and other forms of electoral fraud.			X				
The commission promotes accountability, transparency and fairness in accessing the financial resources available to candidates and political entities				X			
The commission promotes fair competition between political entities and candidates					X		
The commission seeks to reduce public spending on election campaigns and political activities			X				
The commission promotes transparency and public access to campaign finance information by establishing public financial reporting requirements			X				
The commission promotes equal access for candidates to use the media for election campaign purposes					X		
Weights	0	1	2	3	4	5	6
Duplicates	0	0	3	1	2	0	0
The result	0	0	6	3	8	0	0
<b>Arithmetic mean</b>							2.83
<b>Percentage of match extent</b>							0,47
<b>The amount of the gap</b>							0,53

## 8- Resolving of electoral disputes

In coordination and cooperation with the judicial bodies responsible for the settlement of electoral disputes and complaints, the Commission shall receive and consider, in accordance with established procedures, the electoral complaint. Table (8) shows the breakdown of the electoral dispute resolution process, which shows the activities of the Commission within the electoral conflict resolution process, along the lines of ISO/TS54001: 2019.

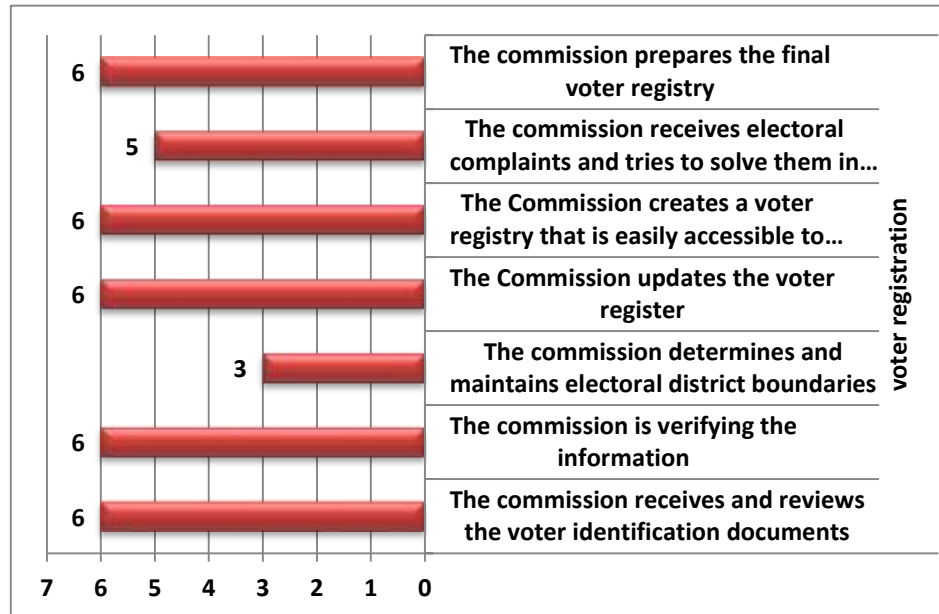
Table (8) Checklist for the Resolving of electoral disputes

The activities	Not Applicable Not documented	Partially applied			Totally applied		
		Not documented	Partially documented	Completely documented	Not documented	Partially documented	Completely documented
The Commission receives the electoral complaint and receives and reviews the documents						X	
The Commission ensures compliance with all procedures required by law, both before and after the decision							X
The Commission works to coordinate and cooperate with the judicial bodies responsible for settling disputes							X
The commission adopts the decision and implements it							X
Weights	0	1	2	3	4	5	6
Duplicates	0	0	0	0	0	1	3
The result	0	0	0	0	0	5	18
<b>Arithmetic mean</b>	5,75						
<b>Percentage of match extent</b>	0,96						
<b>The amount of the gap</b>	0,04						

## Results

### 1- Voters registration

Figure (2) shows the results of the Voter Registration Screening List and the activities of the Commission within the Voter Registration Process at ISO/TS54001: The application level and the actual documentation of the application show that the actual application rate was (5 out of 6 degrees) and the application rate was 90%), i.e., a gap in the application of 10%. This refers to the total application of the description of voter registration and partial documentation, i.e., the need to complete the documentation of the application.

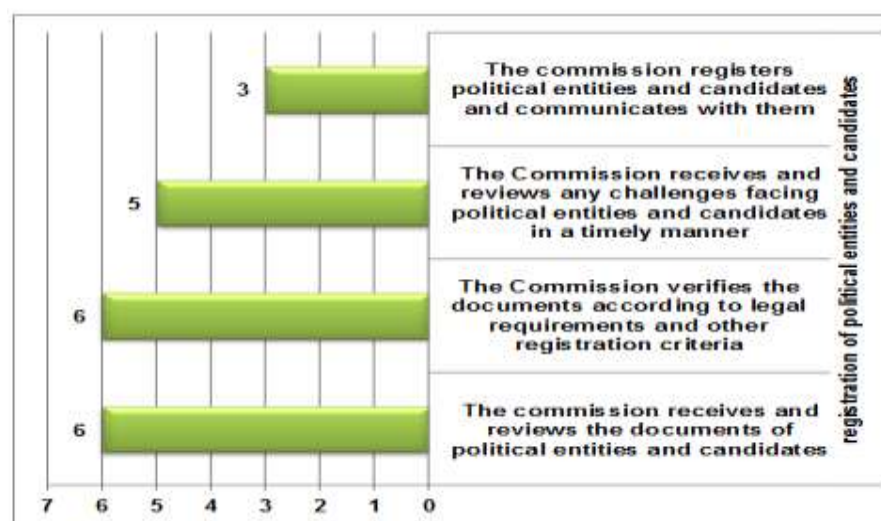


**Figure (2)** Diagram of the activities of the first process (voter registration)

The Commission checks voter information within the boundaries of the electoral districts, updates and prepares an easily accessible voter register to ensure verification by voters and candidates, and handles any complaints in a timely manner.

## 2- Registration of political organizations and candidates

Figure (3) shows the results of the screening list for the registration of entities and candidates, which shows the activities of the Office of the High Commission in the registration of political entities and candidates in accordance with ISO/TS54001:2019, application level and actual documentation, showing that the actual application rate was (5 out of 6 degrees), and the application rate is (83%) that there is a gap in the application (17%), which refers to the total application of the description in relation to the registration of political entities and candidates and partial documentation, that is, it needs to complete the documentation of what has been applied.

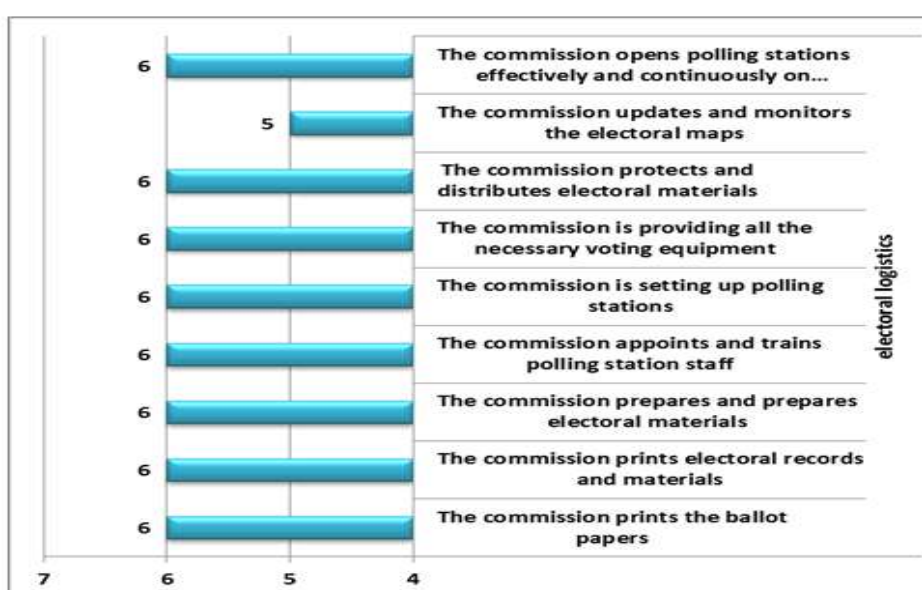


**Figure (3)** Diagram of the activities of the second process (Registration of political organizations and candidates)

This indicates that electoral commission seeks to play an active role with political parties, entities and candidates in accordance with legal and regulatory requirements and standards, and that the electoral commission must maintain continuous communication with all partners, commensurate with the relatively large number of parties, entities and candidates. Review and verify the documentation of political entities and candidates in accordance with the legal requirements for registration, communicate with political entities and candidates, and review any challenges encountered in a timely manner.

### 3- Electoral logistics

Figure (4) shows the results of the Electoral Supply Operation Examination List, which shows Commission's activities within the Electoral Supply Operation, along the lines of ISO/TS54001:2019 and the level of application and actual documentation, showing that the actual application rate was (6 out of 6 degrees), and the application rate was 98%), i.e., an application gap of (2%). This refers to the application and overall documentation of what is in the console with respect to the electoral supply process, i.e., it corresponds to the console.

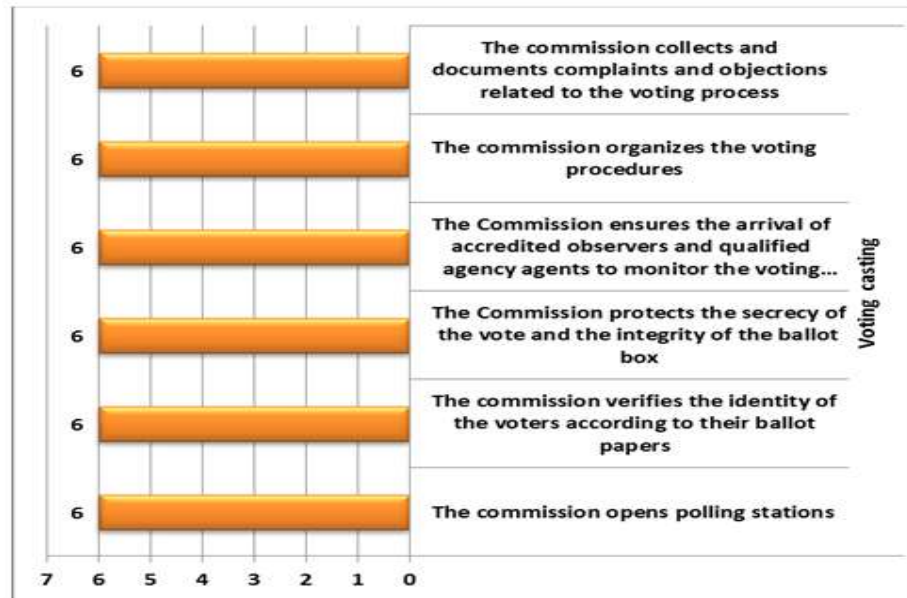


**Figure (4)** Diagram of the activities of the third operation (Electoral logistics)

This reflects the considerable effort of the Commission in the provision of biometric voter papers, registers, various electoral materials and equipment, as well as polling stations and training of polling staff. This huge process is carried out by the Commission on each electoral benefit. The Commission provides electoral cards, records and other typographical materials, processes all necessary voting equipment, and protects and distributes electoral materials in accordance with updated electoral maps. The Commission shall appoint and train polling officers, who shall serve at polling stations and stations to be accredited and opened effectively and continuously on election day.

### 4- Vote casting

Figure (5) shows the results of the Voting Process Examination List showing the activities of the Commission within the voting process along the lines ISO/TS54001: The actual application rate was 6 out of 6 degrees, and the application ratio was 100%), i.e., there is no application gap. This refers to the application and full documentation of what is stated in the affidavit with respect to the voting process, that is, in full conformity with the affidavit.

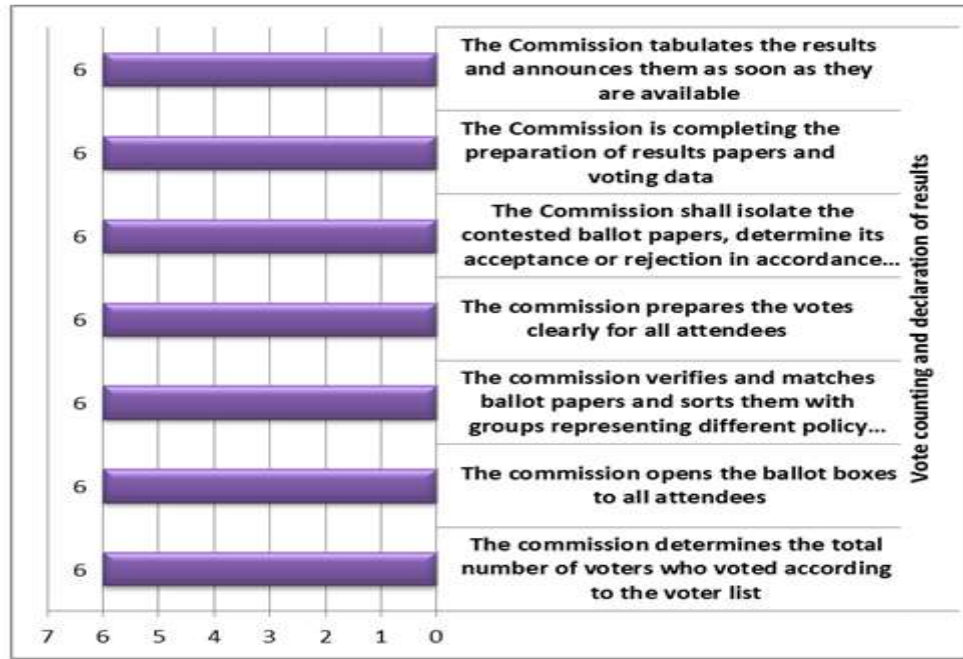


**Figure (5)** Diagram of the activities of the Fourth Process (Vote Casting)

This marks commission's mastery of the opening of polling stations and the organization of voting procedures and confidentiality, as well as ensuring that the voting process is monitored. The Commission shall open polling stations, verify voter ballots and maintain the confidentiality of voting and the integrity of the ballot box in accordance with the established voting procedures. The commission ensures access for observers and agents of political entities to monitor the voting process and documents complaints about the voting process.

##### 5- Vote counting and declaration of results

Figure (6) shows the results of the check list for the counting of votes, the announcement of the results showing the activities of the Office of the High Commissioner in the counting of votes and the announcement of results in accordance with the ISO/TS 54001:2019 and the actual application level and authentication, showing that the actual application rate was (6 out of 6 degrees), and the application ratio was 100%), i.e., that there was no application gap. This refers to the application and full documentation of the description of the counting process and the declaration of results, i.e., that it corresponds to the consolation.

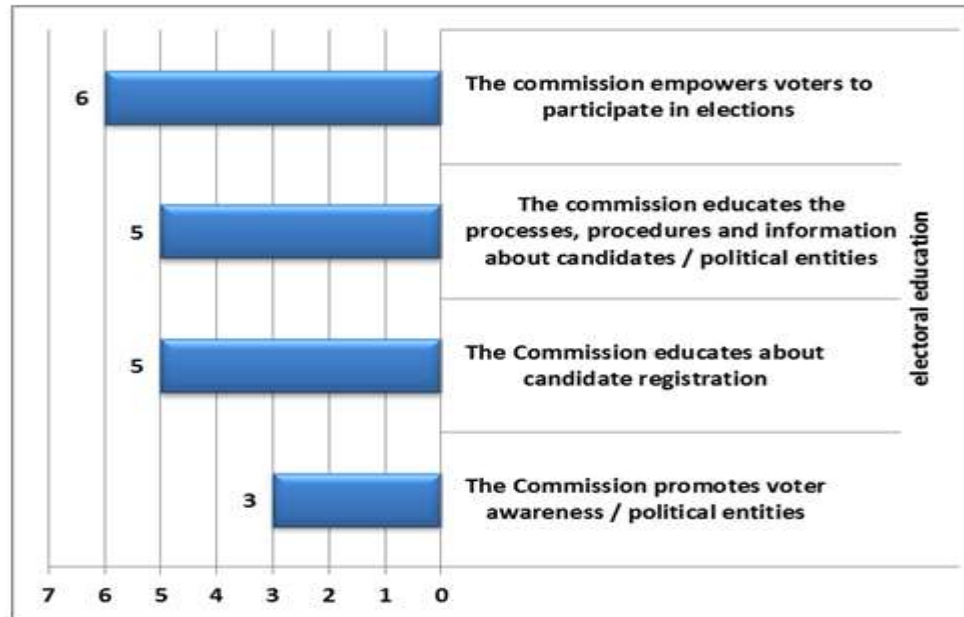


**Figure (6)** Diagram of the activities of the Fifth Process (Vote counting and declaration of results)

This demonstrates the accuracy of commission's work in one of the most important processes and its updating in a manner that ensures the integrity and transparency of the work and in the presence of representatives of political entities and observers. The Commission shall determine the total number of voters, verify and match ballot papers, complete the preparation of results papers and electronic voting statements, send an electronic copy to the Commission's main data entry center, and withdraw voting reports and schedule and announce results.

## 6- Electoral education

Figure (7) shows the results of the Electoral Education Examination List showing the activities of the Commission within the Electoral Education Process (ISO/TS54001):2019 and the level of application and actual documentation, showing that the actual application rate was (5 out of 6 degrees), and the application rate was 79%), i.e. a gap in application of (21%). This refers to the total application of what is stated in the console with respect to the electoral education process and partial documentation, i.e., it needs to be completed for what has been applied.

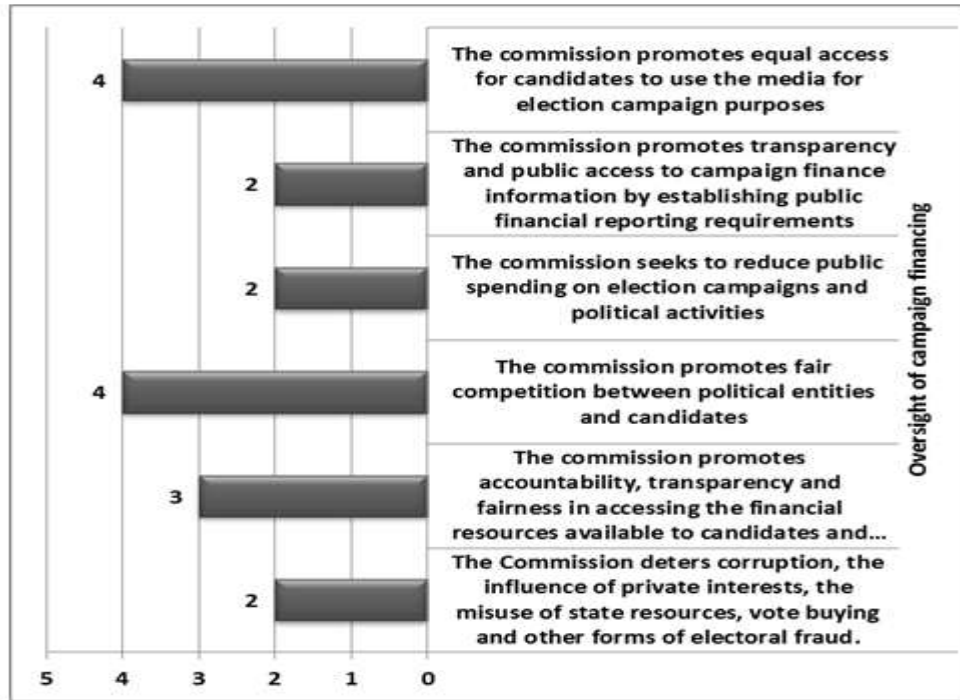


**Figure (7)** Diagram of the activities of the Sixth Process (Electoral Education)

This shows that the Commission is working seriously on electoral education and on urging voters to participate actively in elections, which requires enhanced awareness of voters and political entities. The Commission promotes voter and political awareness, educates on the registration of candidates, entities, procedures and information, and ensures that voters are able to participate in elections.

#### 7- Oversight of campaign financing

Figure (8) shows the results of the Electoral Campaign Finance Control Examination List, which shows the activities of the Office of the High Commissioner in monitoring campaign finance under ISO/TS54001:2019, application level and actual documentation, showing that the actual application rate was (3 out of 6 degrees), with an application rate of (47%) a large application gap (53%) This refers to the partial application with no documentation of what is stated in the console regarding the campaign finance oversight process, that is, much more needs to be done to complete the application in addition to documenting what will be applied.

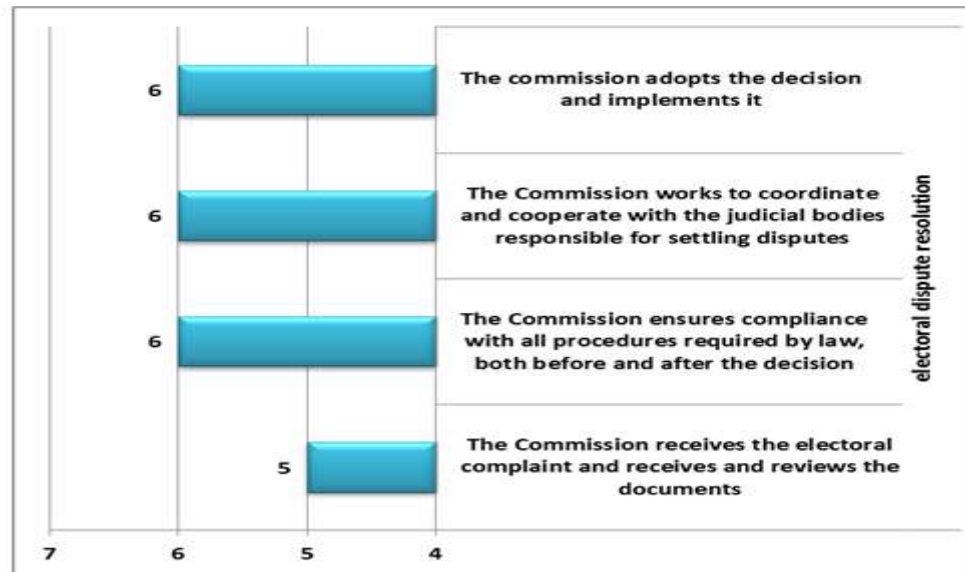


**Figure (8)** Diagram of the activities of Operation Seven (Oversight of campaign financing)

This indicates a lack of implementation of the activities of this process in the absence of clear mechanisms for this aspect, and the Commission is required to promote this process in cooperation with the legislature on party law and in coordination with the Party Affairs Service. The Office of the High Commission is based on deterrence of corruption and vested interests, misuse of State resources and vote-buying, and promotes accountability and transparency in accessing the financial resources available to candidates and political entities. The Commission promotes fair competition between political entities and candidates, seeks to limit public spending on electoral campaigns, and promotes transparency and equal use of the media.

#### 8- Resolving of electoral disputes

Figure (9) shows the results of the Electoral Conflict Resolution Examination List, which shows the activities of the Commission within the electoral conflict resolution process along the lines of ISO/TS54001:2019 and the level of application and actual documentation, showing that the actual application rate was (6 out of 6 degrees), and the application rate was 96%), i.e., a gap in application of (4%), which refers to the application and full documentation of what is stated in the console with respect to the electoral dispute resolution process, i.e., it corresponds to the console.



**Figure (9)** Diagram of the activities of the Eighth Process (Resolving of electoral disputes)

This indicates that the Commission receives and reviews electoral complaints from parties, entities and candidates and works with the competent judicial bodies to resolve them and implement them in accordance with the law. The Commission receives documented electoral complaints, ensures compliance with all procedures required by law and coordinates with judicial bodies responsible for the settlement of electoral disputes.

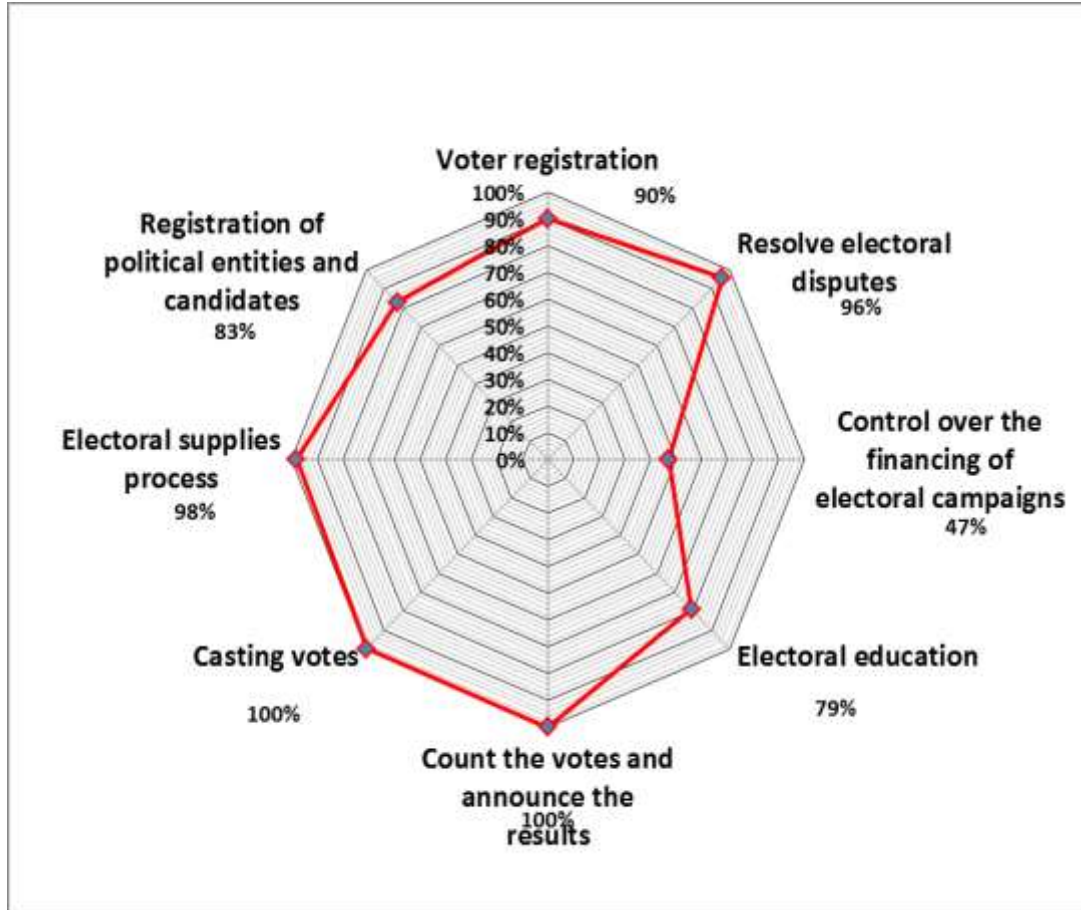
### Discussion

After reviewing the actual evaluation results obtained from the checklist for the main electoral processes of ISO / TS 54001: 2019, the rate and ratio of the main electoral processes of electoral organizations in the Independent High Electoral Commission can be included, as shown in Table (9).

**Table ( 9)** A summary of the checklists for the main processes according to ISO / TS 54001: 2019

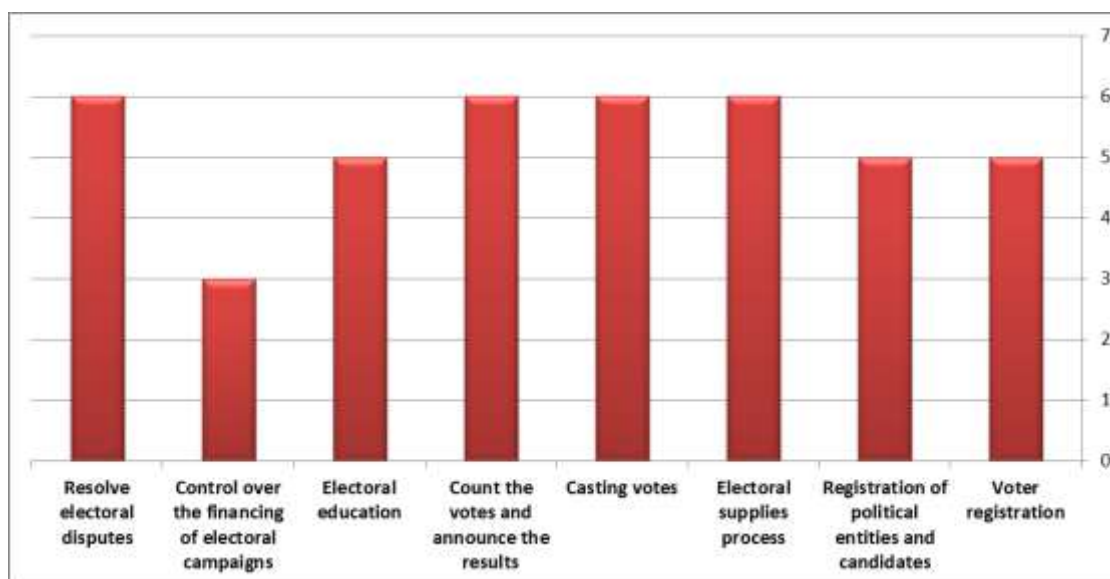
No.	Requirements for the main electoral processes	The average	Application ratio	Gap
1	<i>Voter registration</i>	5	% 90	% 10
2	<i>Registration of political entities and candidates</i>	5	% 83	% 17
3	<i>Electoral logistics</i>	6	% 98	% 2
4	<i>Vote casting</i>	6	% 100	0
5	<i>Vote counting and declaration of results</i>	6	% 100	0
6	<i>Electoral education</i>	5	% 79	% 21
7	<i>Oversight of campaign financing</i>	3	% 47	% 53
8	<i>Resolving of electoral disputes</i>	6	% 96	% 4

Figure (10) shows the disparity in gap values for each operation, as its values are for operations (Voter registration, Registration of political entities and candidates, Electoral logistics, Vote casting, Vote counting and declaration of results, electoral education, Resolving of electoral disputes) Ranging from 0 to 21%, these indicators are generally good, either practical. (Oversight of campaign financing) The gap is significant (53%), due to the non-application and full documentation of the major ISO/TS54001 matching processes: 2019.



**Figure (10)** Radar scheme for the application ratios of the main electoral processes of ISO / TS 54001: 2019

Also The application rate and actual documentation of key processes included in ISO/TS54001: 2019 also ranges from 1 to 6 degrees to 6 degrees, as in figure (11).



**Figure (11)** Diagram of the application rate and documentation of the main processes of ISO / TS 54001: 2019

The Commission is working to control key operations as one of the most important hubs in the electoral process. It requires the continuation of its strategy for the development of key electoral activities and processes. The biometric registration process was the first step in this area, followed by the acceleration of results, and hence the amendments to the Parties and Elections Act. Finally, the Commission is working with the legislature and electoral partners to demonstrate efforts to adopt sober standards as a tool for assessing electoral work, ensuring credible elections by the parties concerned and keeping pace with the latest international electoral process systems and techniques to ensure fair and transparent elections.

### Conclusions

At the conclusion of the research, after reviewing and discussing aspects of the planning requirements of the International Parallel (ISO/TS54001: 2019) and examining the situation in the Electoral Commission of Iraq with the requirements of the Parallel, the following conclusions can be reached:

- 1- The adoption by the commission senior management of a quality management system based on international console requirements (ISO/TS54001: 2019) is the first step towards the application of quality management.
- 2- The results of the research demonstrated that the Electoral Commission has many components within the requirements of the main parallel operations (ISO/TS54001: 2019), but the level of performance, application and documentation in the Commission is uneven.
- 3- The integrated implementation of the quality management system in the Electoral Commission of Iraq will have a significant impact on the efficient and effective achievement of the Commission's objectives.
- 4- The different application and documentation of key operations in the Commission, if the processes (voter registration, registration of political entities and candidates, electoral supply process, voting, counting of votes, announcement of results, electoral education, resolution of electoral disputes) are to be applied holistically with full or partial documentation, i.e. the Commission needs to ensure that these requirements are fully documented. The process (Campaign Finance Oversight) has been partially

implemented with no documentation, i.e. commission needs to ensure that this process is fully implemented and documented.

5- One of the benefits of applying ISO/TS 54001:2019 to the Electoral Commission is to direct the Commission to provide the electoral service in a coordinated and reliable manner, meeting the requirements (voters, candidates and political entities) for the administration of transparent elections and enhancing the confidence of all parties involved in the electoral process.

#### **Constraints and future studies**

The research dealt with recent descriptions that had never been applied in the Independent High Electoral Commission, which had been released in April 2019.2019) and the use of some quality control tools in administrative and technical analysis of commission's reality.

#### **Thanks and appreciation**

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