



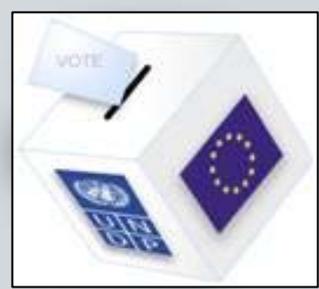
European Commission  
United Nations Development Programme  
**Joint Task Force on Electoral Assistance**



# **Joint Task Force's Lessons Learned on Procurement of Voter Registration**

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***Electoral Procurement Workshop  
Copenhagen  
29-31 Octobre 2008***



# Presentation

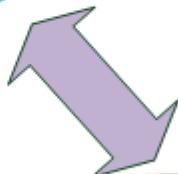
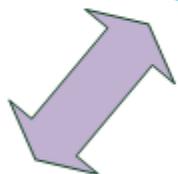
- Background
- Segment of the critical path
- ICT and telecommunications
- Biometric registration kits
- Asset management system
- DR Congo
- Togo
- Guinea-Conakry
- Moving forward



# Background

- Training
- Maintenance
- Technical support
- Installation
- Configuration
- Supervision
- Project Management

**SERVICE**



**EQUIPMENT**

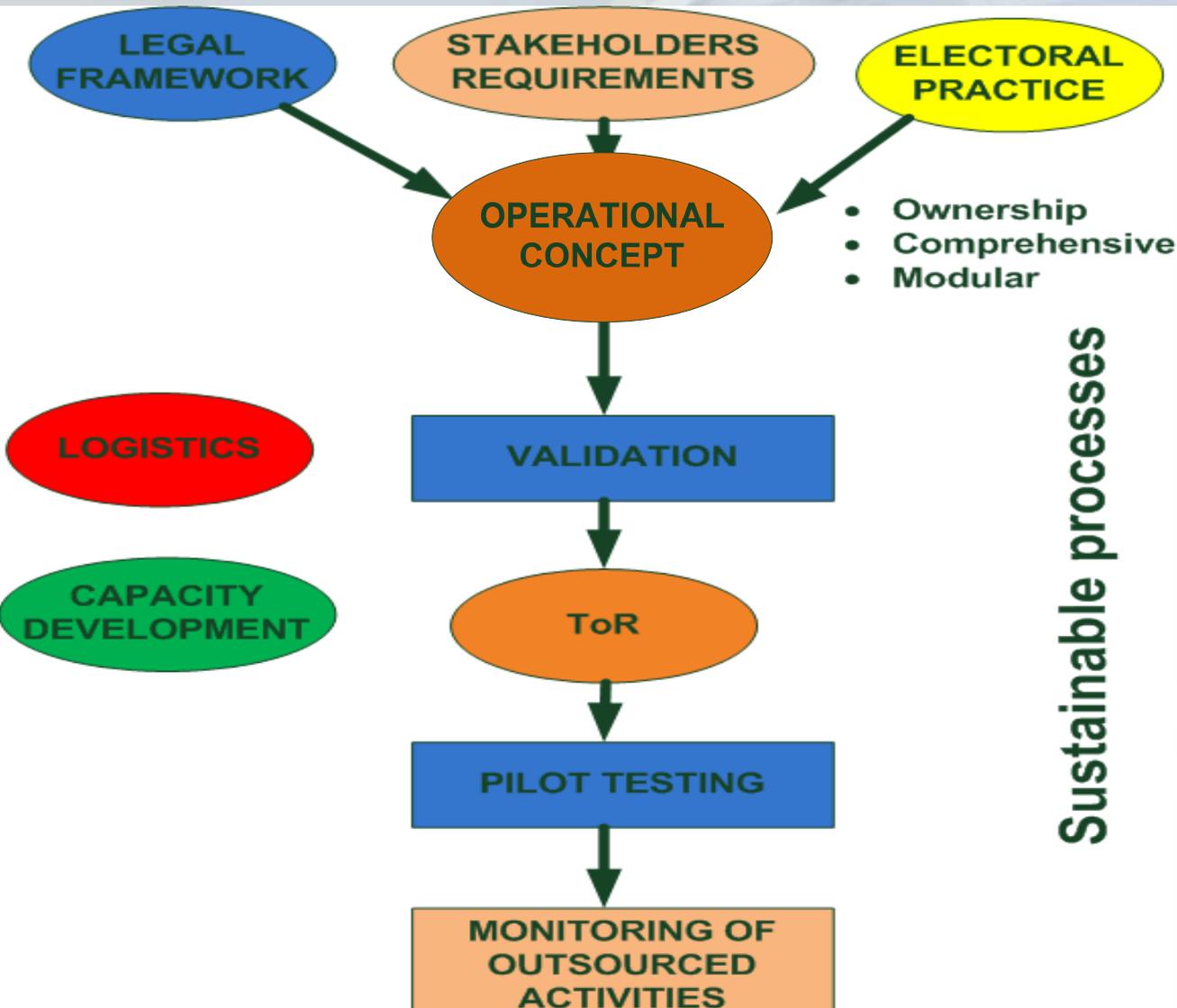
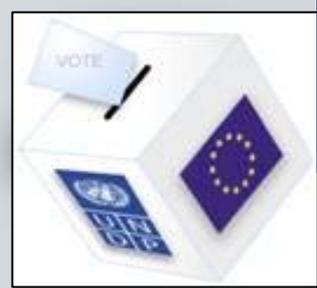
**SOFTWARE**

- Computers
- Networks
- Kits
- Devices

- Registration
- ABIS
- Production of electoral documents
- Central systems

- ❑ Combination of intertwined components
- ❑ Complex interdependencies
- ❑ Logistics
- ❑ Country specific

# Segment of critical path



- Stakeholders
- Success factors
- Time constraints
- Deployment



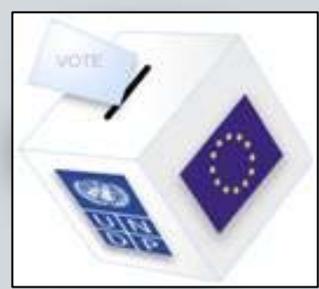
# ICT and Telecom

## ICT

- Laptops, workstations, servers
- Antivirus software
- Configuration and software activation require an Internet connection
- Internet access is becoming a must
- Time should be allocated for configuring the equipment

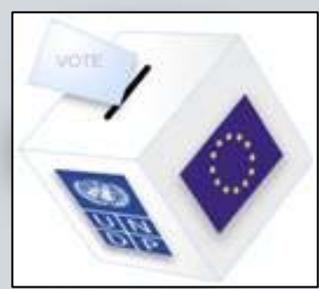
## Telecom

- LAN, WLAN, VSAT
- Service provision should cover pre-electoral, electoral and post-electoral periods



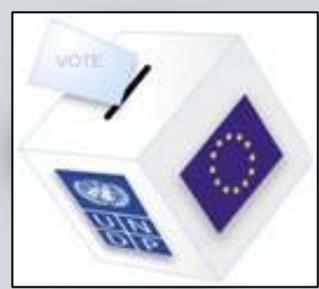
# Biometric Registration kits

- Multiple interdependent components (equipment, training, maintenance, logistics)
- Interoperability between diverse providers and management of outsourced activities
- Constraints on operational planning of electoral activities
- Sustainability (total cost of acquisition, reusability, managing expectations, etc.)



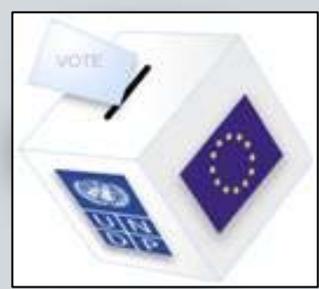
# Biometric Registration kits

- Plan for staged introduction of the technology (e.g. pilot tests)
- Knowledge transfer to the EMB early in the process
- Opt for proven solutions
- Qualitative/quantitative management of outsourced activities
- Validate the operational concept
- Look for synergies with non electoral activities and projects



# Biometric Registration kits

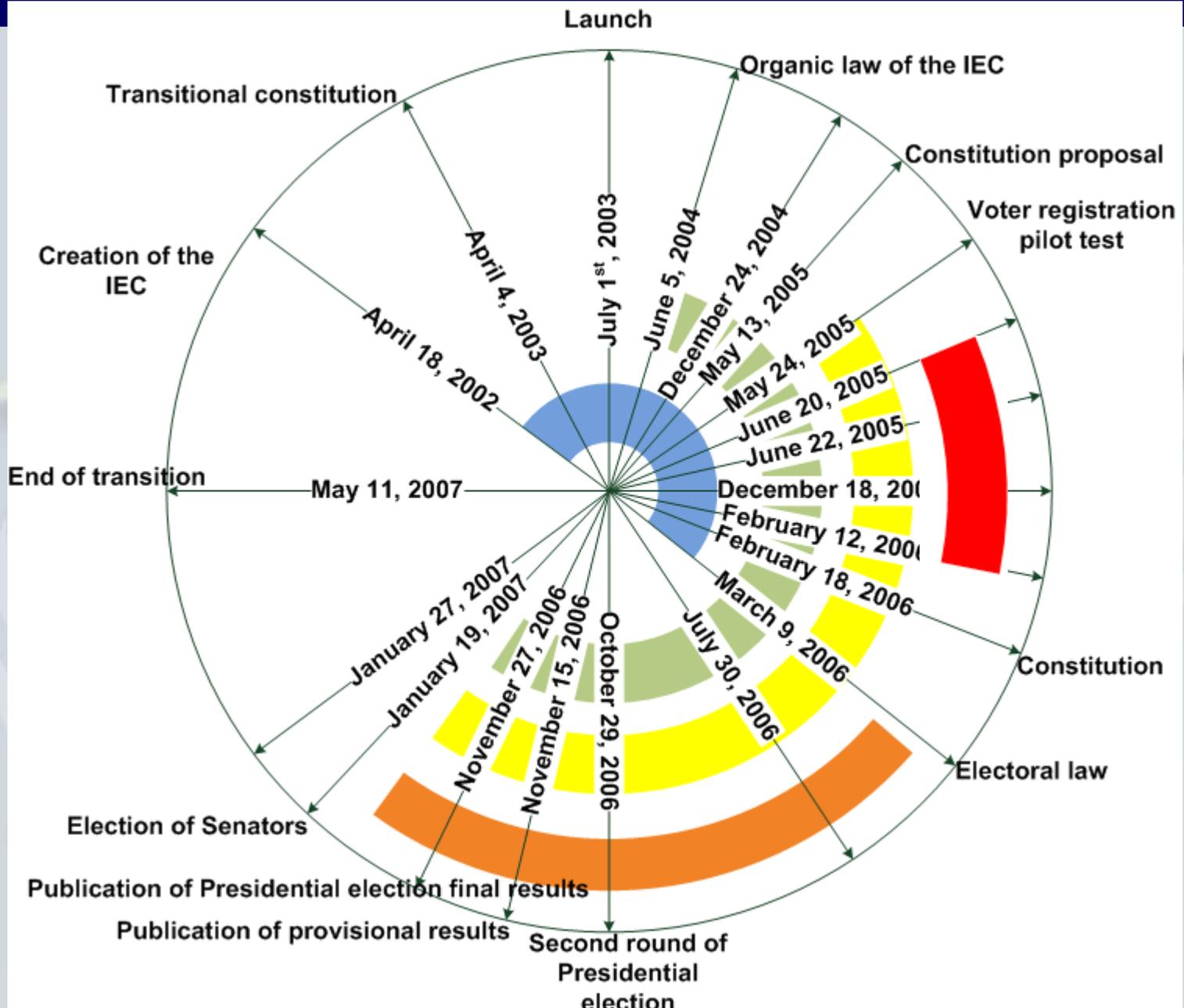
- Determine the life expectancy of digital registration kits and know how to extend it prior to acquisition
- Refurbishment procedures and storage measures need to be defined including a proof of concept prior to procurement
- Refurbishing requires complex methodologies similar to the manufacturing of digital registration kits. Therefore, they need to be disclosed by the vendors in order to assess the total cost of acquisition

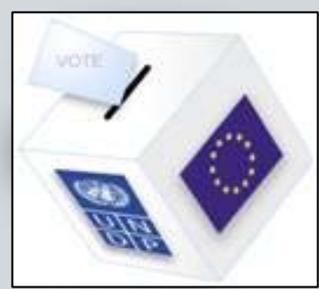


# Asset Management

- Encourage the use of open source Inventory control systems
- Impose unique ID for procured material
- Adopt a generic codification for the procured material which can be used by election projects
- Encourage regular reporting on inventory including tracking the location of goods procured on a weekly basis

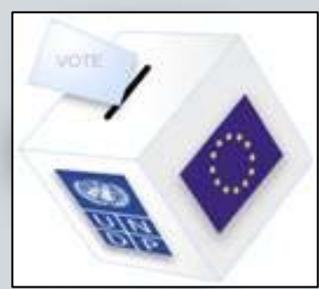
# DRC Electoral Process





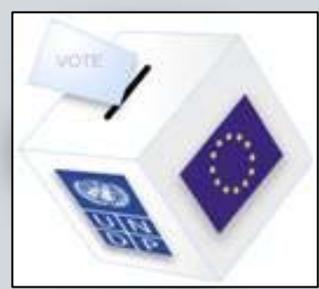
# DR Congo

- Biometrics voter registration required more emphasis on:**
  - Cost-effectiveness**
  - Administrative and legal feasibility (taking fingerprints is more or less invading the privacy of voters)**
  - Sustainability**
  - Credibility (failures of the technology have a large impact on future acceptance of the proposed approach)**



# DR Congo

- Unforeseen overlapping of operational areas**
  - None of the advantages of the operational area concept could be achieved
  - Number of digital registration kits insufficient to cover the overlap leading to the use of a single digital registration kit per registration centre (no redundancy as initially designed)
  - Misuse of the equipment due to poorly trained operators
- Unforeseen shortage of qualified digital registration kit operators**
  - Leading to costly operator relocation operations
  - Rejection of the process by politicians requesting natives of their provinces as operators



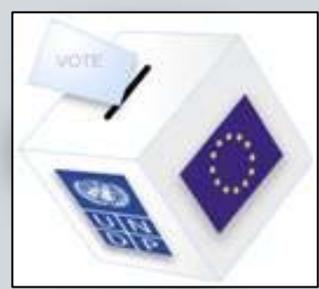
# DR Congo

- Very complex hierarchical management structure poorly trained and inexperienced in complex operations increasing the data losses and inadequate use of equipments
- Virtually no inventory control leading to the loss of kits, consumables, data CD, etc.
- Political pressure leading to multiple mistakes
- Cut-off dates for registration vary according to the operational area
- Special registration of candidates outside the registration period



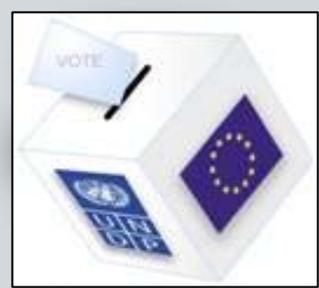
# DR Congo

- Dual use of the technology**
  - Identification of the military
  - Identification of policemen
  - Production of social security cards
  
- Equipment loans to Togo**
  
- Voter registry update**
  - Combined activity with the Ministry of Interior in order to constitute the national population registry and the civil registry
  - Appear to be very expensive



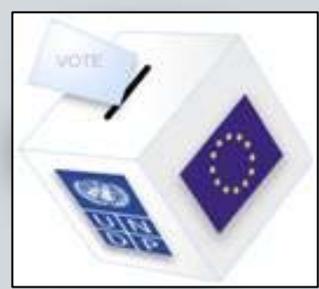
# DR Congo

- Pilot testing
- Flexibility and support from selected providers
- Multiplicity of providers working in integrated manner
  
- Project management based on target date
- Political interferences due to the nature of the EMB
- Locked market for one specific provider



# Togo

- ❑ Togo voter registration was designed as an evolution of DRC voter registration.
- ❑ It also served as a feasibility study for sustainability of biometrics voter registration.



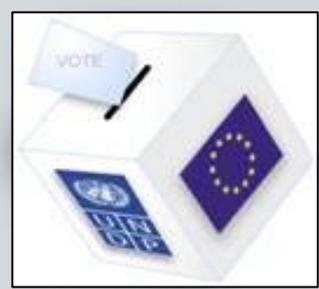
# Togo

- Determine the life expectancy of digital registration kits and know how to extend it prior to acquisition
- Refurbishment procedures and storage measures need to be defined including a proof of concept prior to procurement
- Refurbishing requires complex methodologies similar to the manufacturing of digital registration kits
- Failure to implement appropriate quality control measures during the refurbishing process causes significant cost increases
- Performance of refurbished kits was poor requiring constant baby sitting by technicians
- Public confidence on refurbished kits was very low



# Togo

- Logistical issues require appropriate/adequate operational planning
- Training of registration officials and operators is of prime importance since equipment misuses significantly increase costs
- Many high tech features are useless such as barcodes on the voter card in the absence of barcodes readers
- Voters should sign the voter registration card in addition to printing the registration date in order to make the card usable for other purposes such as banking and national identification
- Multimodal biometrics are complex to handle. Further methodological developments are required



# Togo

- Assisting the government in procuring (advisory role)
- Monitoring of outsourced activities
- Provided back up solution
  
- Expensive refurbishing (1/3 of costs)
- Not sustainable
- Poor training





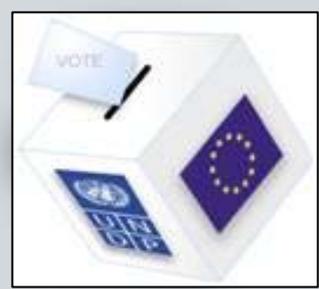












# Guinea-Conakry

- Sustainability (ToR)
- Detailed specs that included software
- Preliminary consultations with procurement
  
- Absence of the EMB at the development of ToR
- Insufficient funds
- Project design













## Best Practises

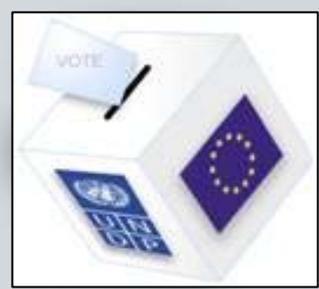


- Feasibility Studies
- Study Tours
- Technical Specifications drafted considering comparative experiences adapted to the country's needs
- Software and Hardware to be adapted to the country's electoral laws and practices
- Gradual Introduction at least 16-12 months prior to Election Day
- Divide the country on different operational areas in view of rationalizing the resources
- Accent on human resources, training, on site assistance from services providers
- Cost Effectiveness and Sustainability
- Pilot Tests, Validation Tests, Mock Registration
- Civic Voter Education aimed at increasing all stakeholders' trust in the technology
- Plan synergies with census, civil registry and voter registration, ID for police etc..
- Consider to extend the length of the operations



# The Future of Electoral Technology?

- Synergies between civil and voter registration
- Digital identities with biometric identification, digital certificates
- Polling stations disappear replaced by internet voting and/or voting via mobile phone
- Individualised voter education via internet
- Direct/digital democracy



# Moving forward

- ❑ Multiplicity of providers (end to end responsibility)
- ❑ Sustainability
- ❑ Economic efficiency
- ❑ Document and share successes but also failures
- ❑ Define a framework for evaluation of the contribution of biometric voter registration to transparency of elections
- ❑ Start discussing logistics best practices. These can be share among the practitioners including the adoption of common platforms for logistics and asset management