



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



EC-UNDP Workshop on

Formulating and Implementing Electoral Assistance Projects in the Context of the EC UNDP Partnership

Electoral Procurement – Challenges and Lessons learned

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Agenda

- ❑ UNDP/PSO short intro
- ❑ ELECTORAL PROCUREMENT
 - ❑ DE FACTO SITUATION
 - ❑ PROCESS
 - ❑ ACTORS
 - ❑ SCOPE
- ❑ RISKS AND CHALLENGES (special attention to voter Registration processes)
- ❑ CONCLUSIONS AND LESSONS LEARNED





UNDP PSO short intro

The UNDP Procurement Support Office (UNDP/PSO) is part of UNDP's Headquarters offices, under the Bureau of Management (BoM), and has the mission of supporting UNDP Country Offices' (UNDP COs) Business Units in Procurement.

UNDP/PSO provides support in procurement, mainly: procurement advise; procurement policy, strategy and practice development; direct procurement support conducting procurement for complex or highly sensitive projects as per request and on behalf of UNDP COs; standard and specialized trainings and workshops.

- ☐ **Focus on UNDP Practice Areas**
- ☐ **Usually initiated by a formal request from a UNDP Country Office or Project.**
- ☐ **Procurement based on UNDP Rules and Principles (incl. Best Value for Money, Transparency, Fairness, Open Competition, Accountability and Integrity)**



Electoral Procurement – De facto situation

- ❑ HIGH POLITICAL ENVIRONMENT AND IMPLICATIONS
- ❑ SPECIALLY SENSITIVE PROCESS IN
 - ❑ POST-CONFLICT SITUATIONS
 - ❑ FIRST DEMOCRATIC PROCESSES
- ❑ HIGH VISIBILITY WORLDWIDE
- ❑ HIGH IMPACT IN DEVELOPMENT, STABILITY AND THE FUTURE OF THE COUNTRY, INCL. HUMAN RIGHTS, WOMEN EMPOWERMENT, VIOLENCE, ECONOMIC AND SOCIAL PROGRESS, LEGAL AND POLITICAL STRUCTURES, ETC.
- ❑ CONSIDERABLE BUDGETS
- ❑ POTENTIALLY RESULTS FROM A LONG PROCESSS
 - ❑ RESOURCES
 - ❑ TIME



Electoral Procurement - process

“Procurement is the overall process of acquiring goods, civil works and services which includes all functions from the identification of needs, selection and solicitation of sources, preparation and award of contract, and all phases of contract administration through the end of a services’ contract or the useful life of an asset”

Process
Risk Management



Electoral Procurement – IT IS A PROCESS





Electoral Procurement - Actors

Several parties involved

National Authorities, EMB End user, EAD, Donor community, UNDP – Purchaser, Contractor/s, Sub-contractors

☐ **Interactions**

(organized?)

☐ **Roles and responsibilities**

(clear/agreed?)

☐ **Interests**

(coordinated?)

☐ **Expectations**

(realistic?)

☐ **Requirements** (all?)

PROCUREMENT AND CONTRACTING



Electoral Procurement - scope

- ☐ MAJOR EXPENDITURE IN ELECTORAL BUDGET
- ☐ WIDE RANGE OF GOODS (EQUIPMENT AND MATERIALS) AND SERVICES
- ☐ TWO MAIN FOCUSES:
 - ☐ VOTER REGISTRATION AND
 - ☐ ELECTION DAY
- ☐ VARIABLES:
 - ☐ DIFFERENT LEVELS OF TECHNOLOGY INVOLVED
 - ☐ DIVERSE METHODOLOGIES
 - ☐ DIVERSE LEGAL AND GEOGRAPHICAL ENVIRONMENTS



Electoral Procurement - scope

Training and Education



Printing services (manuals, posters), training programme, logistics, training kits, venue, hiring of experts

Voter Registration



Printing, purchase of office equipment, ICT, registration kits, logistics, hiring of experts

Data Centre



Hardware, software, training programme, integration of services, venue (rent or rehabilitate)

Electoral campaign



Media monitoring, printing, venue set up for ballot lottery services

Elections day

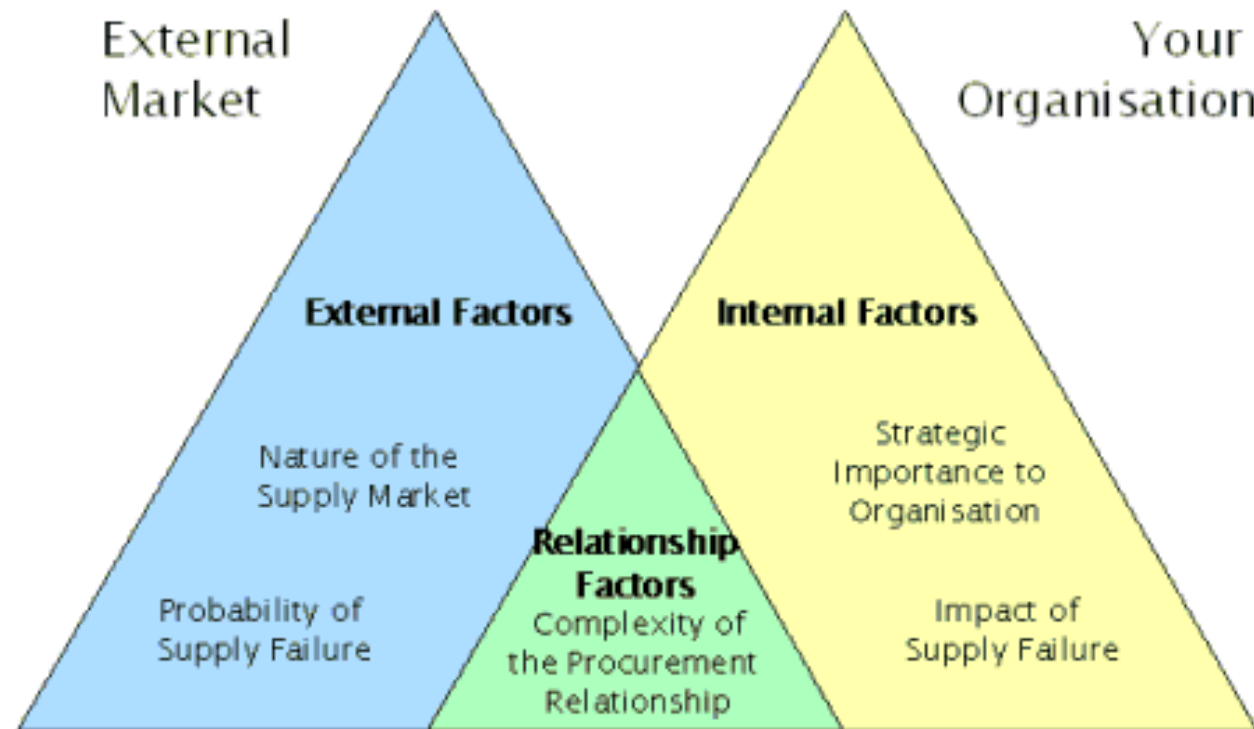


Security & non-security printing, ballot boxes, polling day kits, voting screens, ink, furniture, logistics



Electoral Procurement – Challenges and Risks

RISKS: RISK IS HIGH



BOTH REPUTATIONAL AND OPERATIONAL



Electoral Procurement – Challenges and Risks

OPERATIONAL RISKS

- ☐ NO DELIVERY OR LATE DELIVERY
- ☐ NOT QUALITY DELIVERY
 - ☐ ITEMS NOT RESPONDING TO REQUIREMENT / NOT FIT FOR PURPOSE
 - ☐ DELIVERY THROUGH NOT A QUALITY PROCESS (process should respond to UNDP rules and values)
- ☐ HIGH COSTS
 - ☐ ABOVE BUDGET
 - ☐ UNEXPECTED COSTS



Electoral Procurement – Challenges and Risks

CHALLENGES

Time constraints – short timelines and inflexible deadlines

National actors with relatively low capacity, unrealistic expectations

Uncertainties on requirements: specifications, quantities and budget

Diversity of items, coordination and consolidation

Achieving Best Value for Money and cost-efficiency

Effectiveness + building local capacities

Sustainability

Responsibility of suppliers – risk allocation and contract management



Electoral Procurement – Illustrating specifications

TRANSLUCENT PLASTIC BALLOT BOX, with LID, custom PRINT – 45 LITRES

- Translucent Ballot Box made of plastic (Copolymer Polypropylene – PP) and compliant with the following minimum requirements:
- 1- Material : Constructed of random/clarified Copolymer Polypropylene (PP) with additive for enhance impact resistance. Similar plastic material that conforms with same characteristics of durability, resistance and degree of flexibility are also accepted.
- 2- Of solid construction in one piece without any joint
- 3- Translucent as that allows light to pass through only diffusely but that cannot be seen through in details. This could be associated to a degree of transparency of approximately 80%. The ballot box should allow voters to recognise the shape of the ballot inside the box but not to see any inscriptions on it.
- Translucent on 5 or 6 sides according to the request of Country Offices
- 4- Stackable (minimum four high when full and closed) and nestable (when empty)
- 5- Ballot boxes should bear a unique sequential number,
- 6- The Ballot box should be sealable by using five (5) pull tight-tight security seals (as one for each side of the box to seal the lid to the box, and one additional will be used for sealing the ballot slot on the lid)
- 7- Durable for repeated usage and resistant to rough weather conditions (tropical weather, extreme heat, etc)
- 8- Box size: Approximately 48 x 38 cm, 33 cm high,
- 9- Box capacity: Inner volume of minimum 45 liters (+10% acceptable)
- 10-Thickness of material: Minimum 3.5 mm (+10% acceptable)
- 11- Weight: Defined by vendor – maximum [...]



Electoral Procurement – Illustrating specifications

TRANSLUCENT PLASTIC BALLOT BOX, with LID, custom PRINT – 45 LITRES (continues)

- 12- Boxes must be tapered to facilitate stacking and nesting.
- 13-Combined weight of Box and Lid not to exceed 3.5 kg

Lid: Sealable lid with voting slot to be included.:

- 1- Removable lid, attachable to the box by 4 (four) pull tight security seals.
- 2- Hinged flap for closing and sealing a single ballot slot with dimensions sufficient for A4 sized ballots. Dimensions to match and provide reliable closure of the ballot box.
- 3- Colour: lids provided for all Ballot Boxes must be of a consistent colour. Colour options to be provided by vendor.
- 4- Material: Constructed of Acrylonitrile Butadiene Styrene (ABS) resin or high impact styrene.

Labelling/Logo: Boxes to include custom screen printing of the Electoral Commission logo (In accordance with Artwork provided on a case by case basis). Logos to be printed in 3 different colours

Quality

Standards:

.The product to be produced in line with ISO 9001-2000 & 14001 – 2004 certification.

certificates in line with ISO standard 12048 compression test and 2248 vertical impact test shall also be submitted. .The

Packaging: Boxes, seals and lids to be packed together

Labelling and Palletization [...].



Electoral Procurement – Illustrating Challenges in VR

- ☐ **Timelines – complex process with additional steps**
- ☐ **Together with EMB, decisions on appropriate level of Technology (geography, volume, literacy, sustainability, cost, donors and end user views, etc.) and fully specified equipment and services.**
- ☐ **Quantities, process, legislation**
- ☐ **Software and consolidation of data, duplicate analysis, voters' lists, printing**
- ☐ **Property of source codes of software**
- ☐ **Capacity assessments: In-house development or external contractors, or a combination?**
- ☐ **Integration of civil and voter registries**
- ☐ **Continuous registration, reuse of kits, versatility**
- ☐ **Roles, responsibilities and influence (dependency) of vendors.**
- ☐ **Contract management**
- ☐ **Related set up, operators, voter education, media.... and a considerable etcetera.**



Electoral Procurement – Challenges and Risks



ADDRESSING CHALLENGES

✓ **PROPER PROCESS PLANNING**

✓ **CAPACITY BUILDING (L/T) AND COMMUNICATION**

✓ **EXPERT INPUT AND ADVISE - PLANNING**

✓ **QUALIFIED AND EXPERT SUPPLIERS, LTAs**

✓ **EFFECTIVE COMPETITION**

✓ **PRIORITIZE OBJECTIVES - PROJECTS**

✓ **SPECIFICATIONS AND PLANNING**

✓ **CONTRACT MANAGEMENT, QUALIFIED AND EXPERT SUPPLIERS, LTAs**



Conclusions and Lessons learned

- ✓ Involve procurement as early as possible – already in the early project design/formulation
- ✓ Planning should allocate good time for procurement process and include necessary buffers to reduce impact of potential delays
- ✓ Ensure sufficient budget from start
- ✓ Clarify and manage roles and responsibilities of other stakeholders e.g. EMBs
- ✓ Ensure close collaboration between EMB, program and operations (procurement planning process) and initiate ACTION as soon as possible.
- ✓ Ensure early and adequate TECHNICAL experts involved.
- ✓ Ensure consideration of local particularities, logistics, ...



Conclusions and Lessons learned

- ✓ Be aware of constraints on operational aspects of electoral activities – no goods no election
- ✓ Ensure observation of Procurement Rules and Values
- ✓ Learn market structures (supply/demand/vendor driven)
- ✓ Conduct proper local capacities assessment (even at planning)
- ✓ Consider suitability of centralized procurement depending on circumstances: avoid political pressures, leverage on capacity, expertise and negotiation power, continued experience, etc.
- ✓ Pre-bid conferences for complex projects – potentially via teleconference.
- ✓ Risk mitigation runs along the whole process, with special importance when defining requirements, contract management and dealing with reputable and expert suppliers



Conclusions and Lessons learned

- ✓ Conduct adequate tests to validate the evaluation especially for complex products such as biometric voter registration & e-voting systems.
- ✓ Review samples of all sensitive materials prior to placing orders.
- ✓ Conduct proper Contract management:
 - ✓ Close follow up and communication with suppliers (either LTA or adhoc suppliers, including freight forwarders).
 - ✓ Enforce contract provisions
 - ✓ Quality standards to be clearly defined and monitored
- ✓ Consider Sustainability (total cost of acquisition, re-usability, managing expectations, etc.)



Electoral Procurement

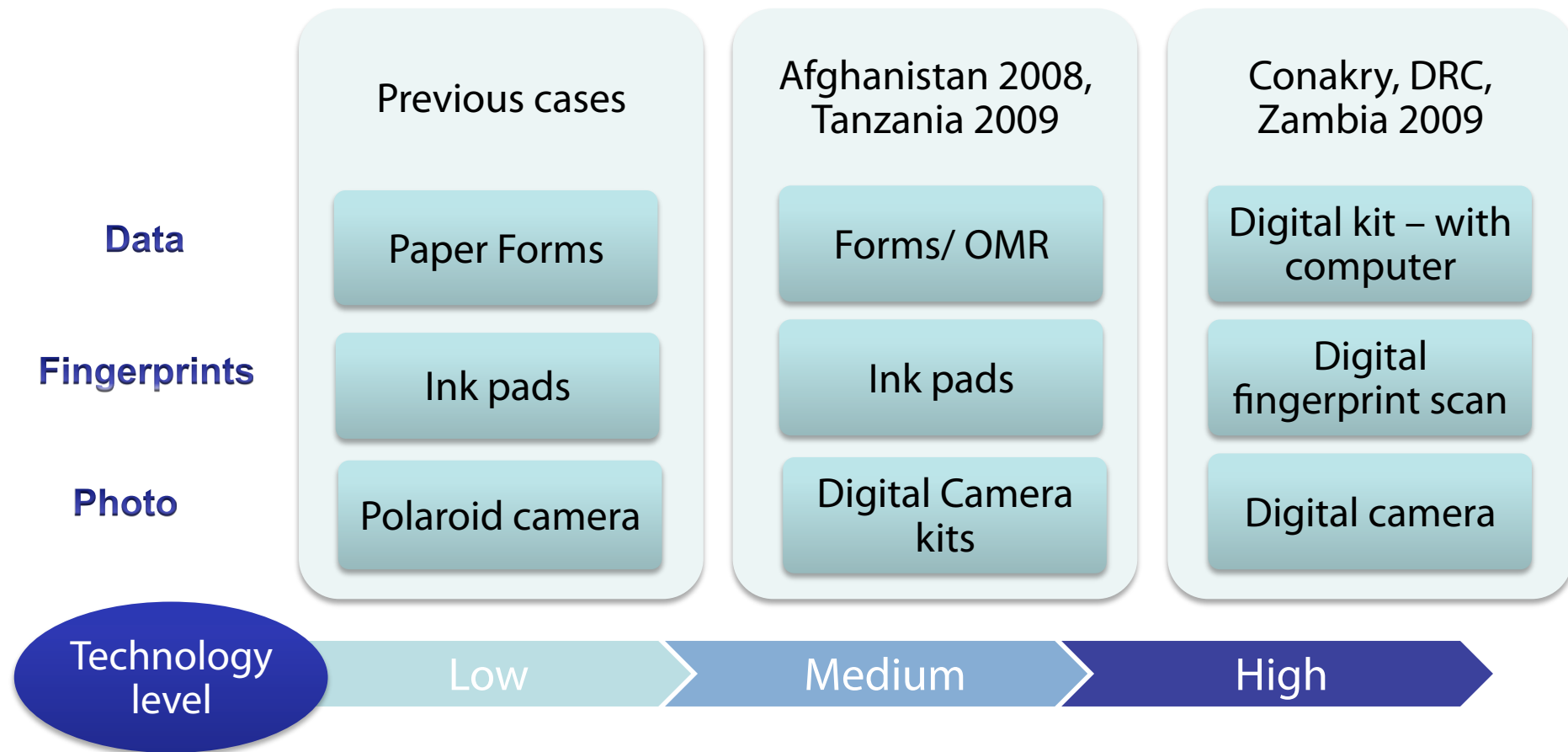
THANK YOU



... and next PROCUREMENT TRAINING is being planned

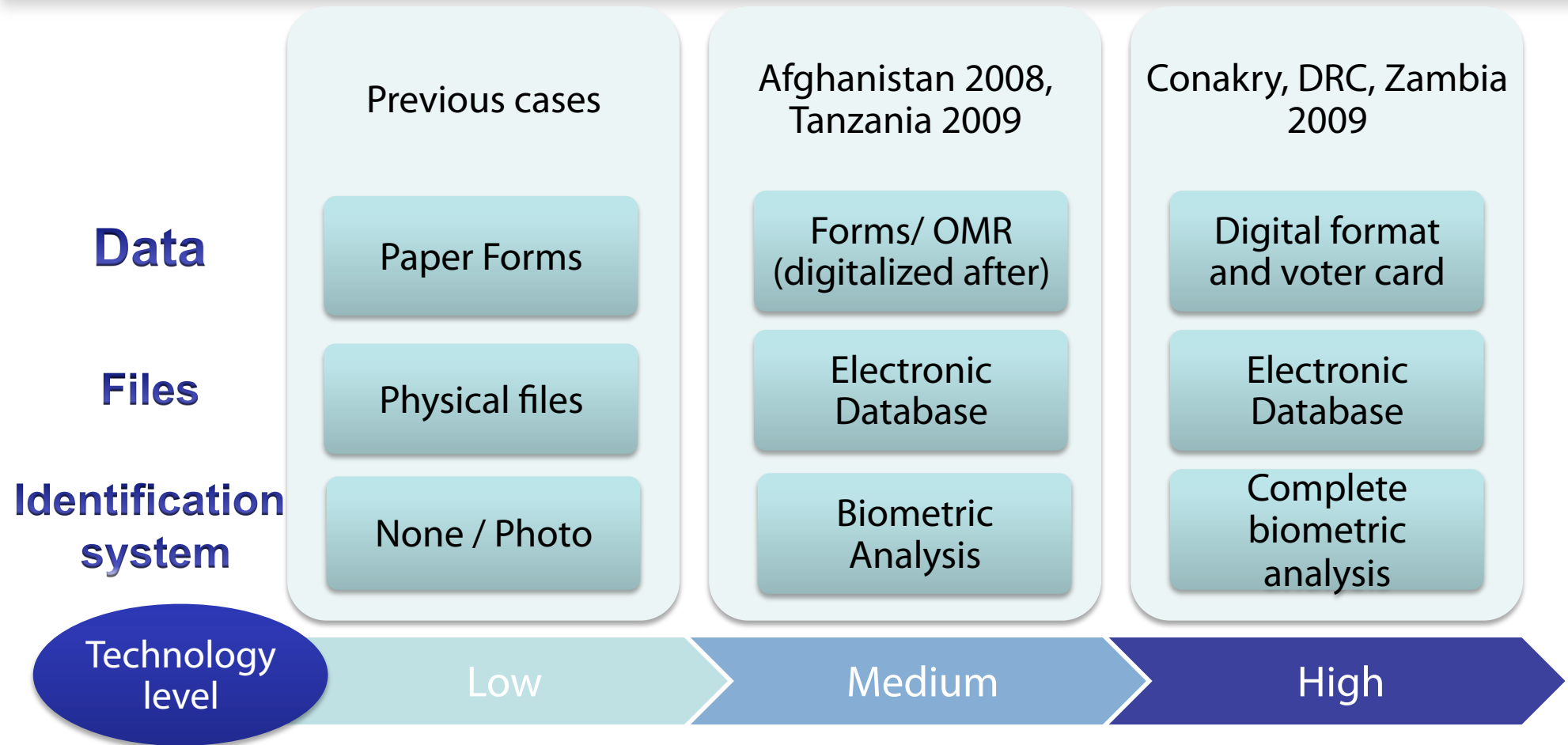


Levels of Technological Introduction in data capture



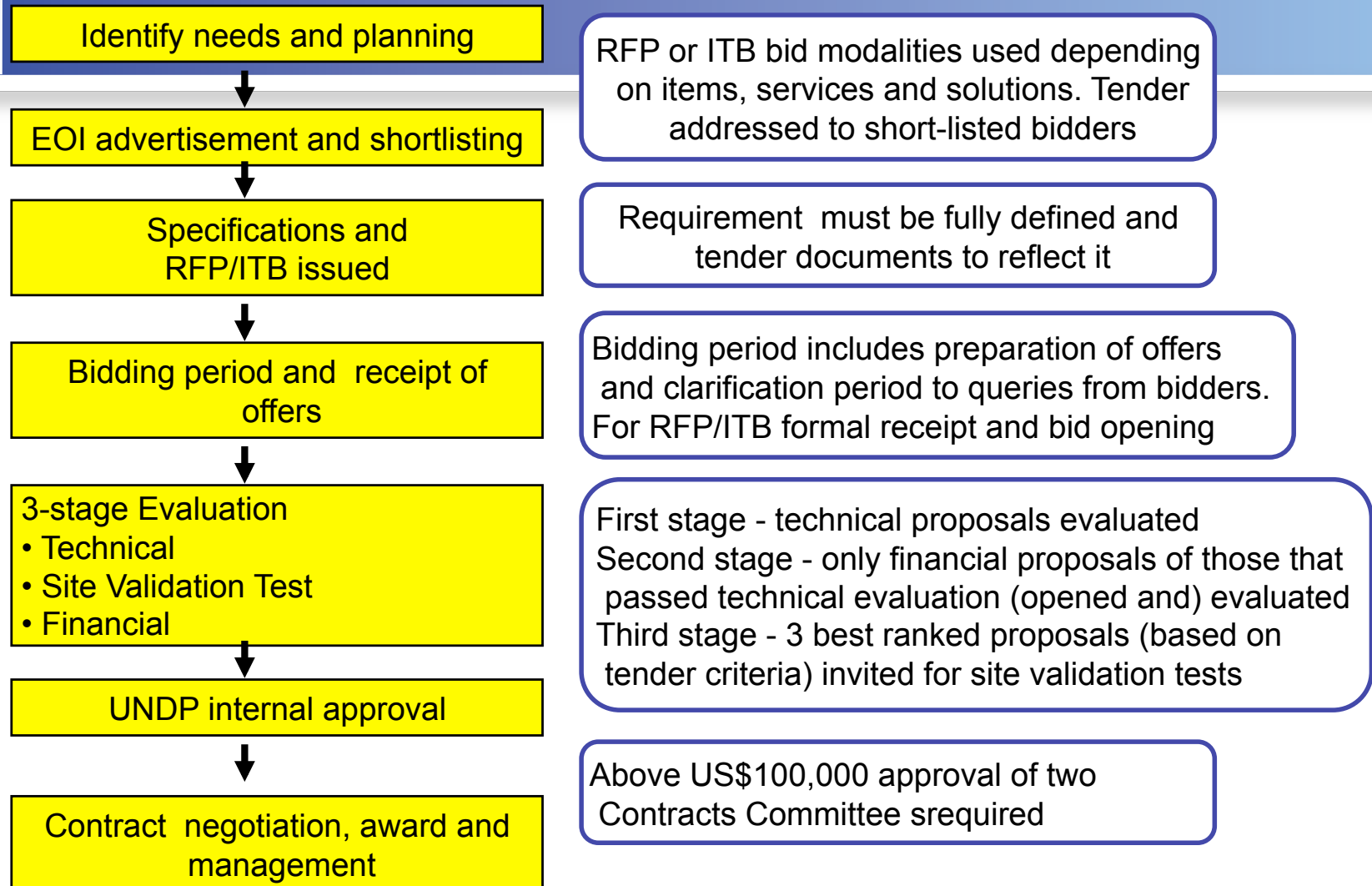


Levels of Technological Introduction in data management





Procurement Process overview





Orientative timelines

