ICT and Elections

THEMATIC WORKSHOP

Information Technology and Elections Management Informed Decisions for Sustainable Outcomes

Session:

Procuring EVR material, challenges, risks, costs

- Speaker:
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1. INTENDED USE OF ICT IN ELECTORAL PROCESSES

- □ NOT A SIMPLE QUESTION DECISION ON MULTIPLE ASPECTS
- □ INVOLVED NEEDS and RISKS

2. PROCUREMENT PROCESS AND CONTRACTING - RISK FACTORS

- □ EXTERNAL (POLITICAL, SUPPLY MARKETS, TECHNOLOGY, ETC.)
- INTERNAL (STRATEGIC IMPORTANCE TO THE ORGANIZATION, IMPACT OF SUPPLY FAILURE, ETC.)
- RELATIONSHIP (ACTORS, CONTRACTUAL ISSUES, OPERATION AND IMPLEMENTATION, ETC.)
- 3. LESSONS LEARNED AND CONCLUSIONS TO ENSURE QUALITY AND EFFECTIVENESS



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Focus: EVR - Biometric Digital VR











INCREASING USE AS TECHNOLOGY BECOMES MORE AFFORDABLE, TESTED and CULTURALLY INTEGRATED

IN AFRICA REGION, SO FAR ICTs ARE MOSTLY USED FOR REGISTRATION OF VOTERS

TECHNOLOGY AND SOLUTIONS CHANGE/EVOLVE RAPIDLY. NEEDS ALSO EVOLVE TO SOME EXTENT

EMPHASIS ON LONG TERM SOLUTIONS AND EQUIPMENT, INTEGRATION OF REGISTRIES, SUSTAINABLE SYSTEMS AND CAPACITIES









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Levels of Technology Introduction in Data



Levels of Tech Intro in Data Management



EVR is not just buying equipment....

| Equipment | IT Equipment (mobile and data center), Facilities, Power supplies, Network and connectivity, Communication, Software, |
|----------------------------|--|
| + Staff | Operators, Supervisors, Registration and Data Experts, IT experts, Warehouse, Drivers, Security |
| + Training and Services | Operational and IT Training, Sensitivization, Communication and Voter Education, Integration Services, Technical assistance, Security |
| + Logistics | International freight and In-Country distribution, storage, packing, consumables, data transfer, technical assistance and repairs, staff logistics |
| + Other materials | Printing works (incl. security printing), stationery kits, bulk materials, ink, consumables, fuel, batteries, |





Involved needs

Need for feasibility study and a coordinated plan

- Involve expert knowledge
- Address objectives pursued and actual needs:
 ...not "one size fit all" approaches!
- ... no technology-driven solutions
- Understand the complexity and avoid oversimplification
- Dedicate the necessary resources and time





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Intended use of ICT in Electoral Processes

1. Addressing the right objectives and give full consideration that actual needs are particular in each case.

Challenges/considerations

- 2. Aligning expectations
- 3. Developing an adequate plan and budget despite initial uncertainties, including contingencies.
- 4. Defining needs and requirements adequately TORs/Specifications





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Procurement Process

Procurement Risk factors analysis



- Probability and Impact
- Procurement Risks are HIGH, both re: OPERATION and REPUTATION



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Procurement Process – External Factors

8.

Challenges/considerations

5. Nature of the Supply Market (EVR)

It is complex, limited suppliers (and rather big), and considerably International -> limiting our value as customer

6. EVR in most cases requires specialized equipment (hardware/software) LACK OF RESPONSE. LIMITED BARGAINING POWER. MONOPOLISTIC SITUATIONS

7. Insecurity situations

8. Poor infrastructures level

INCREASED VULNERABILITY OF THE SUPPLY CHAIN – DISRUPTIONS



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Procurement Process – External Factors

Challenges/considerations &

- 9. Processes are subject to high visibility, political and media attention.
 - Provide information to media vs process effectiveness
 - Manage perceptions

10. Political stability and security dependency on successful implementation.



MAJOR CRISIS DUE TO IN-COUNTRY POLITICAL INESTABILITY AND UNSECURITY



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Procurement Process – Internal Factors

Challenges/Considerations & Risks

- 11. Ensuring Sustainability of systems and capacities in CHANGING OR UNSTABLE ENVIRONMENTS/local structures
- 12. EVR needs to be integrated in the bigger schedule, in accordance with the Electoral Cycle.



13. STRATEGIC IMPORTANCE. Objectives are critical to the Organization (either we consider EMBs, or UNDP, or other major actors).





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Challenges/Considerations

- 14. Processes require full, coordinated and active participation of several actors including the End User (EMB). A coordinated plan is crucial to be developed.
 - 15. Timely securing adequate budget (involving all aspects intended) and resources despite initial uncertainties.



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Risks

MISCOMMUNICATION, MISCOORDINATION AND MISPERCEPTIONS.

LACK OF LEGITIMIZATION, LACK OF ACCEPTANCE.

IMPLEMENTATION ISSUES

PROJECT INTERRUPTIONS. CAPSIZED SOLUTIONS. CONTRACTING AND IMPLEMENTATION ISSUES.



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Challenges/Considerations &

- 16. Critical TIME CONSTRAINTS- short inflexible deadlines - RFP/ITB process 25-28 weeks (from final specs to delivery of equipment):
 - Prequalification + ITB/RFP
 - Evaluation and Pilot testing
 - Process review and Committee approvals
 - Development, production and transport

17. UNCERTAINTIES and LATE CHANGES affecting METHODOLOGY, REQUIREMENTS, SPECIFICATIONS, QUANTITIES OR BUDGETS...

18. UNKNOWN/UNPLANNED COSTS



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DELAYS / INCREASES IN COSTS. UNDUE PROCESSES. DIFFICULTIES COMPLYING WITH RULES AND REGULATIONS -> LITIGATIONS AND PROTESTS.

Risks

DELAYS / COST INCREASES NOT ATTAINING BEST VALUE FOR MONEY. EXCEEDING BUDGET. UNSUSTAINABLE SOLUTIONS.

Challenges/Considerations & Risks

19. COMPLEXITY: Develop proper Generic specs/TORs ->Technology, diversity of items, coordination of large quantities, large systems, large amounts of data

20. BALANCE REQUIREMENTS/TORs ->

- Minimum requirements -> adjust to the need
- Excessively restrictive TORs/specifications
 limit alternatives
- Too standard requirements may not suit
- Local support / Transfer / Continuity
- 19. BALANCE RISK ALLOCATION, between Supplier, End User, UNDP, etc.
- **20. Limited negotiation power**



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REDUCTION OF COMPETITION. INCREASES IN COSTS. POOR RESULTS:

- INADEQUATE OR
- UNADAPTED SOLUTIONS.
- QUALITY ISSUES. VENDOR LOCK. NOT SUSTAINABLE.

[...]

Challenges/Considerations & Risks

- 23. Combine EFFECTIVE IMPLEMENTATION and simultaneously BUILD LOCAL CAPACITIES
- 24. Effective CONTRACT MANAGEMENT ensuring deliveries, obligations, timelines, quality, etc. in large scope projects, changing and sensitive environments.
- **25. ENFORCE LIABILITIES of suppliers**

JEOPARDIZE SHORT TERM EFFECTIVENESS. JEOPARDIZE LONG TERM SUSTAINABILITY

DELAYS. POOR QUALITY / RESULTS. LITIGATIONS. LACK OF CREDIBILITY.



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Lessons learned

It is important not to judge technologies or equipments alone, i.e. They are not the solution on their own, and typically they are not either the problem alone.

The success or fail of a certain equipment depend on such equipment but equally on a range of other factors, such as the performance and responsibility of operators, conditions of operation, consumables, communication and education, logistics, etc.





Lessons learned

- Integration of procurement plans and strategies in the programme formulation (from early stages of project inception)
- PLANNING and BUDGETING should fully consider from start procurement, implementation of systems (especially if new or complex technologies), operation and related processes (as staffing, training, logistics, etc.)
- Involve relevant TECHNICAL EXPERTS and PROCUREMENT as early as possible – already in project design/formulation.
- Include in the plan the necessary BUFFERS to reduce impact of potential delays or increases in costs
- Ensure sufficient BUDGET from start



TO

AVOID

DELAYS

and

BUDGET

ISSUES:



TO AVOID IMPLEMEN-TATION ISSUES:

• Clarify and manage ROLES AND RESPONSIBILITIES of all stakeholders e.g. Electoral Management Bodies (EMBs) and implementing actors.

Lessons learned

- ENSURE CLOSE COLLABORATION between EMB, program and operations (procurement planning process)
- MANAGE CHANGE, ensure new approaches or new technologies are well communicated, understood and integrated in the overall operation/overall objective.
- Initiate ACTION as soon as possible
- Ensure CONSIDERATION of all LOCAL particularities, socio political, logistics, cultural, environment, security that may affect the supply chain and operations.



Lessons learned

TO ENSURE QUALILTY AND EFFECTI-VENESS

•Involve TECHNICAL EXPERTS from start. 'Whats' and 'Hows' should not just be decided at political level. TECHNICAL INPUT IS ESSENTIAL TO ENSURE VIABILITY AND SUITABILITY -> Appropriate Technology

•Risk mitigation to be emphasized through the whole process, with special importance when defining REQUIREMENTS AND SPECIFICATIONS

• Ensure REQUIREMENTS are duly sized to ADDRESS THE NEEDS in full, WITHOUT OVER-DIMENSIONING.

- Ensure addressing REPUTABLE AND EXPERT SUPPLIERS:
 - •Learn market structures (supply/demand/vendor driven)
 - •Address the right profile of supplier
 - •Assess previous experience and qualifications of bidders



TO ENSURE QUALILTY AND EFFECTI-VENESS II Conduct Pre-bid conferences for complex projects. Ensure good UNDERSTANDING of requirements and specifications at all levels, from all sides.

Lessons learned

- Conduct adequate TESTS TO VALIDATE the evaluation especially for complex products such as biometric voter registration. Include Site Validation Tests (SVT) as part of the Technical Evaluation.
- SVTs are a TECHNICAL ASSESSMENT, not to be confused with political events, media/press conferences or public displays of equipment.
- REVIEW SAMPLES with the EMB of all sensitive materials prior to placing orders.





Lessons learned

- Conduct proper LOCAL CAPACITIES ASSESSMENT (even at planning)
- Consider if need for PROCUREMENT SUPPORT depending on circumstances: avoid political pressures, leverage on capacity, suitability of international suppliers, expertise and negotiation power, continued experience, etc.
- Procurement should follow PRINCIPLES AND VALUES and ensure effective competition.
- Importance of close follow up and CONTRACT MANAGEMENT, communication and vendor management to ensure contract fulfilment.
- Relate to QUALITY ICT STANDARDS and Performance indicators, defined in the bidding documents.



TO

ENSURE

RESULTS



Lessons learned

TO ENSURE RESULTS II

- Honour COMMITMENTS AND RESPONSIBILITIES as per contract, ensuring Supplier is enabled to deliver (for ex. if Data Center facilities are not ready, Supplier cannot install equipment)
- Consider SUSTAINABILITY, incl: total cost of acquisition, re-usability, property rights and source-codes, future uses and compatibility/inter-operativity with other equipment/solutions, maintenance, etc.)



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Thank you & Queries please





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