



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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# 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**

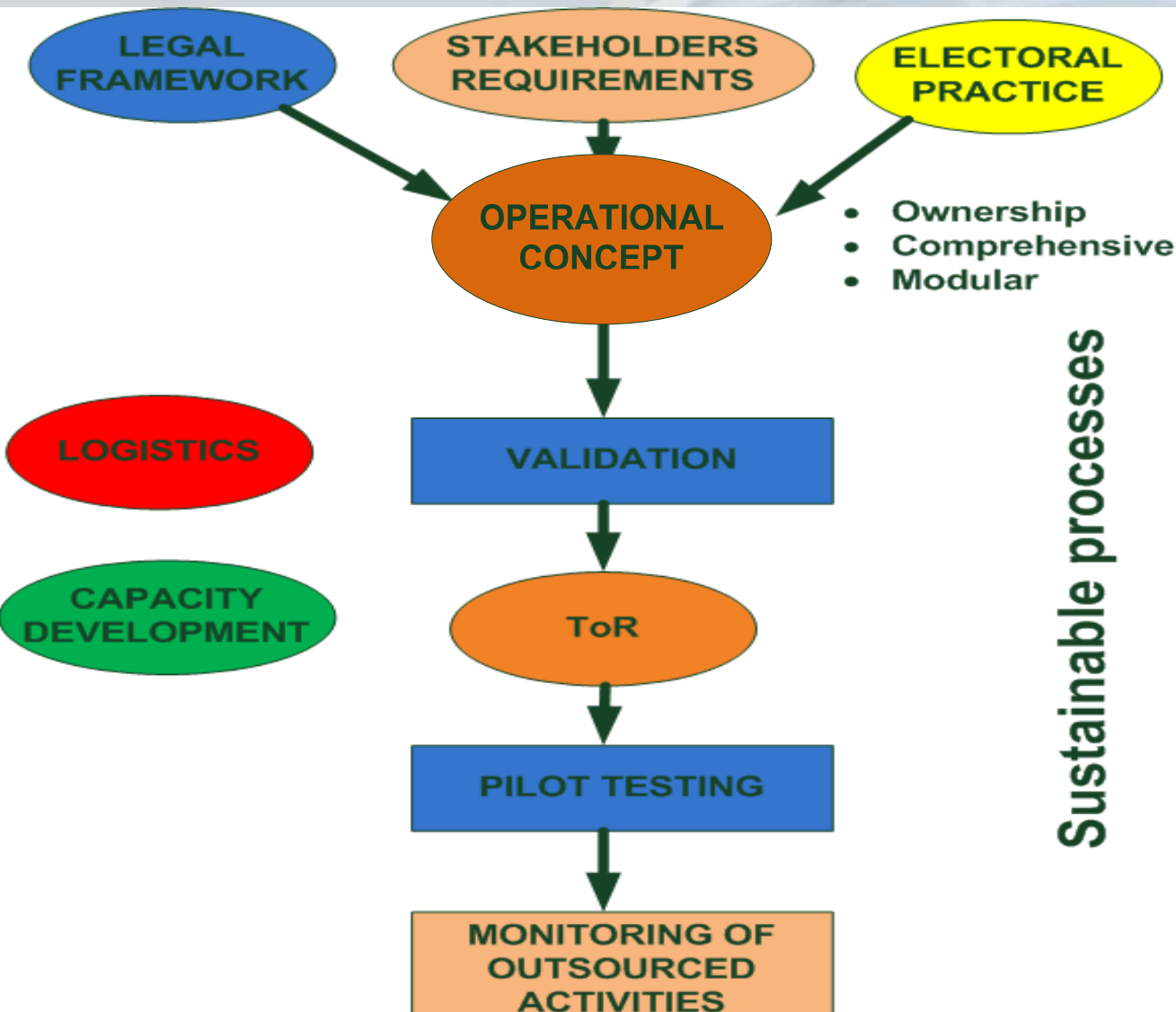
**SOFTWARE**

- 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

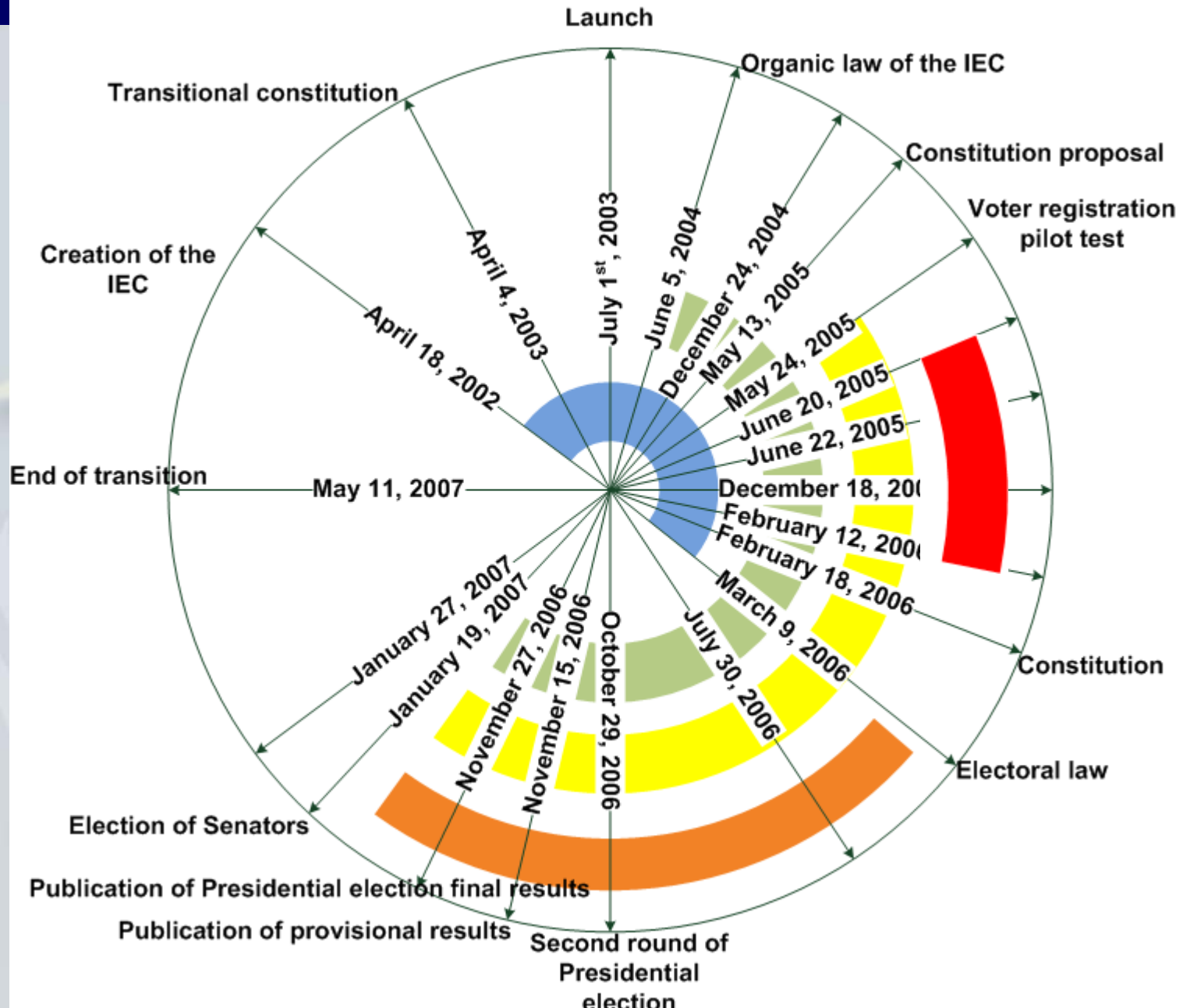




# Asset Management

- ☐ 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













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# 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