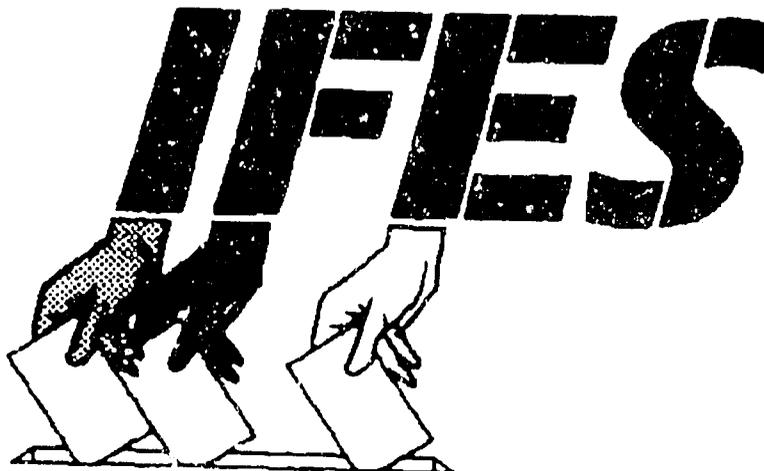


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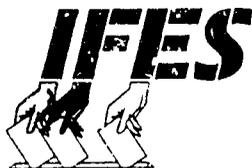
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***HOW TO ORGANIZE  
AN ON-SITE TECHNICAL ASSISTANCE PROJECT***



***International Foundation  
for Electoral Systems***

***December 15, 1992***



## FOREWORD

Since 1987, the International Foundation for Electoral Systems (IFES) has been on the cutting edge of the worldwide democratic revolution. Working in cooperation with the Agency for International Development, IFES has consistently supported AID's agency wide goals to promote democracy by providing critical technical electoral assistance to more than 45 countries.

IFES continues to be one of the few non-governmental organizations solely dedicated to the areas of electoral process and civic education. The wealth of experience and knowledge that IFES has gained over the last five years forms the basis of the IFES Election Manual Series.

Because the field of electoral assistance is still relatively new, there is little in the way of written materials. Consequently the completion of the IFES Election Manual series represents an important contribution to the literature in the field of electoral assistance.

Each set contains following five manuals:

1. How to Organize a Pre-Election Technical Assessment
2. How to Organize an On-site Technical Assistance Project
3. How to Organize an Effective Poll Worker Training Project
4. How to Organize a Program in Civic Education
5. How to Organize and Conduct an Election Observation Mission

The primary purpose of these manuals is to assist IFES in systematizing the implementation of technical assistance in the five areas of pre-election technical assessments, on-site technical assistance, poll worker training, civic education and international election observation. It is especially hoped that development of these manuals will ultimately enable more efficient and effective programs that serve the ultimate purpose to provide necessary technical electoral assistance to countries in need.

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These manuals are interrelated and all follow the same general format. They also incorporate a common evaluation strategy found at the back of each manual. The purpose of this strategy is to evaluate the effectiveness of the different types of electoral assistance activities.

The manuals are designed to be readily adapted to include the most up-to-date information possible. The binder format enable the user to keep the manuals current by replacing pages with updated material. This way the manuals can be as adaptable and dynamic as the democratic process itself.

IFES expresses its appreciation to the Office of Economic and Institutional Development of Bureau of Research and Development, US Agency for International Development and acknowledge their support in making the IFES Election Manual Series possible under Cooperative Agreement No. PDC-0023-A-00-1089-00.

IFES also thanks its dedicated staff members, who worked very hard to produce most of the material that went into each of these manuals. Special thanks to Joseph Bauer, who spent many long hours writing and editing the manuals. He also played the key role of managing the entire manual production process.

Special thanks are also in order for IFES Chairman F. Clifton White, whose vision and guidance has been critical to building IFES, and the Members of the Board of IFES for their support.

Completion of the IFES Election Manuals will offer a valuable new resource for the field of electoral assistance. It will enable IFES and other organizations in the electoral assistance field to provide even more efficient, effective and meaningful support for the world's emerging democracies.

**\*\*NOTE:** It is forbidden to use any part of the IFES Election Manual Series without proper attribution. It is expressly forbidden to copy any portion of the IFES Election Manual Series without the written permission of IFES.

## HOW TO ORGANIZE AN ON-SITE TECHNICAL ASSISTANCE PROJECT

### INTRODUCTION

Project work begins with planning. Elections are uniquely administered events where months of planning culminate in a single day's or several days' activities. Planning is reflected in any support provided, and planning is consequently a major component of election project work.

The planning process begins with a pre-election assessment. Guidelines for conducting such an assessment are discussed in IFES' *How to Organize a Pre-Election Assessment* manual. These assessments are extremely valuable in providing a "snapshot" of the conditions and institutions at a given point in time. Given the nature of on-site assistance work, however, assessment of the electoral process must continue throughout the project. Setting up an on-site assistance project to implement the pre-election assessment recommendations also requires field work, budgeting, analysis, and scheduling. It involves a level of operations of its own in order to be completed.

This manual is intended to present guidelines for a project structure which can be both standardized yet adaptable to different levels of need. The use of "project modules" allows Program Officers to select and administer one or several standard modules of project involvement depending upon the scope of work defined by the project funding source and the IFES pre-election technical assessment.

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## HOW TO ORGANIZE AN ON-SITE TECHNICAL ASSISTANCE PROJECT

### I. Project identification, design, and management

#### A. Project Identification

##### 1. Satisfaction of IFES pre-conditions for undertaking an on-site assistance project

- Invitation from the host government
- A democratizing country
- Funding available

Rendering appropriate technical assistance to requesting countries is a basic tenet of the International Foundation for Electoral System's (IFES) philosophy. Assistance should be considered appropriate when it is tailored to the specific needs of each country, when it takes into consideration the long-term goal of building a sustainable institutional base for a democratic electoral system, and when it is provided at the request of the host government. It is not the policy of IFES to provide on-site technical assistance to a country whose government has not extended an invitation, either through the U.S. Embassy or the USAID mission, through another organization which will be co-sponsoring or funding the project, or to IFES itself. IFES must also be assured of the host government's demonstrated and continued commitment to the implementation of free and fair elections before beginning any substantive project. There should be sufficient time prior to the elections for the project to succeed. It is also IFES' general policy not to provide on-site technical assistance without the benefit of a pre-election technical assessment, although limited requests for specific commodities or consulting assistance on specific topics may be accepted on a case-by-case basis if evidence is readily available that would justify such assistance.

Funding for projects must also be identified before work is begun, as they cannot be funded strictly from overhead. Potential sources of funding include U.S. AID, the National Endowment for Democracy, the United Nations, and private foundations and corporations.

##### 2. IFES' objectives in undertaking this project

- a. Why did IFES respond positively to the request to undertake this on-site assistance project?
- b. What are IFES' institutional objectives for this project?

IFES provides on-site technical assistance to accomplish any of several possible objectives. Most importantly, IFES has been chartered to advance the electoral process in evolving free and democratic societies; therefore, on-site assistance generally fulfills an important aspect of IFES' mandate. IFES would also initiate an on-site technical assistance project at the request of a donor or country with whom it was important to maintain or develop a long and valued relationship.

On-site technical assistance projects often lead to ongoing relationships with the electoral authorities of a country, thereby laying the groundwork for future work in that country. They also afford an unparalleled opportunity to gather materials and information on different electoral models which can later be shared with other countries. On-site projects also generate contacts with individuals working with other assistance organizations or even local or national electoral officials who could work with IFES to provide assistance in other countries.

Each project should recover all direct and out-of-pocket costs and also generate support for IFES' core administration, Resource Center, and information dissemination activities, thereby achieving another objective of the IFES annual operating plan.

It is essential that IFES be clear and explicit about its objectives in carrying out each project prior to the design and implementation phase. Clarity is critical when determining the scope of the project, when resolving any potential conflict with the project funder, and especially when evaluating the project to determine if all objectives have been fulfilled.

**B. Scope of work**

**1. Goals, objectives, activities:**

- a. Are they mutually satisfactory to IFES and to funder?
- b. Are they feasible, given constraints?
- c. Are there criteria for evaluation?

Once IFES and the project funder agree on basic terms of reference, IFES project staff can begin to develop detailed goals and objectives and a preliminary project workplan, including implementation timetable. Certain elements of a project are essential to meeting IFES' objectives, such as expanding the information base in the IFES Resource Center; others may be incorporated at the suggestion of the funder or by the funder on behalf of the host government. It is imperative that all parties concerned - IFES, funder(s), and host country government - achieve consensus regarding mutual expectations and constraints before the project begins.

The objectives of the project, as reflected in the scope of work or terms of reference for the project team, must be written so that they indicate clearly what the funder expects from IFES and what IFES expects from the team members, including consultants, who will be carrying out the project. They also should be written so that their accomplishment is measurable, both by IFES and by the funder. In the evaluation phase of the project, both institutions should be able to identify and quantify clearly the degree to which objectives were met.

For planning purposes, the modules of on-site technical assistance project involvement can be defined as follows:

- Commodity assistance - provision of election equipment, supplies, and services, from ballot boxes, ballot paper, and staining ink to transportation of commodities or data processing. With this activity comes the responsibility of seeing that equipment and supplies are properly purchased, shipped, inventoried, warehoused, deployed, used, and (in some cases) recovered.
- Communications assistance - development of a communication strategy for an election authority, which may include recommendations on specific applications, equipment, protocol, deployment, and technology mix, and acquisition of equipment approved by the funder.
- Data processing assistance - analysis, support, or administration of the data processing functions of an election authority, including voter registration, vote tabulation, geographical mapping, inventory, logistical tracking, personnel planning, and polling station reference information.
- Logistical planning - analysis, planning, or management of the movement of people and supplies in the administration of the electoral process. This includes recommendations on an election calendar, packing and shipping techniques, shipment security, polling station identification, polling station configuration, polling station workflow, methods of transportation, inventory, supply tracking, and budgets.
- Procedural planning - development of forms and administrative procedures which provide controls on the electoral process, which may include voter and candidate registration, or streamline older cumbersome processes which may inhibit the flow of voters in and out of a polling station.
- Statutory planning - ongoing assistance in the development of a statutory framework for the holding of elections, covering areas such as procedures for voter registration, identification of offices to be filled through elections, type of ballot and vote tabulation process, declaration of winners, recount procedures, and election certification.
- Poll worker or Election Administrator Training - analysis and support of an election authority's training program. This can include recommendations on poll worker or staff recruitment, the development of print, audio, and video training materials, or curriculum,

methods, timetable, recruitment objectives, and budgets. The management and conduct of poll worker training programs are often funded as a separate project. (See related *How to Organize a Poll Worker Training Project* manual.)

- Voter Education - assistance in developing a variety of non-partisan informational messages in print and video media concerning the voting process, such as how to vote, where to vote, procedural instruction, and motivating voters to go to the polls.
- Observation - assistance in the logistical and technical aspects of having international observer teams present. This may include assistance to the electoral administration in resolving last-minute problems by having on-site technical assistance project staff present on election day.
- Donor Coordination/Solicitation - establish and maintain relationships with other donor organizations supporting or potentially interested in supporting the election process.
- Miscellaneous Consulting - other consultant and vendor-based tasks which may be required during a project.

As part of the scope of work, the type of on-site staffing must be decided. There are four options:

- 1) local staff;
- 2) traveling consultants;
- 3) resident consultants; or
- 4) some combination of the above.

If there is a decision to open an office, the overhead and responsibilities associated with such a venture must be budgeted. However, if regular technical assistance is being provided to the election authority, a request should be made for office space within its facility. This will facilitate better communications and stronger working relationships between IFES representatives and local election authority staff. In addition, a significant proportion of the expense of operating an independent office may be eliminated.

- C. Prepare job descriptions**
1. **IFES/On-site Team**
  2. **IFES/Washington**

The project team includes both on-site personnel and IFES/Washington staff. The size of the project team will vary depending on the length and complexity of the project and may expand or contract during the course of the project, depending on task requirements and funding. One individual might be able to handle all aspects of a small project, while the on-site staff for a major project might consist of:

- Project Manager (or co-managers alternating time in-country) -- The project manager will act as the team's primary spokesperson while in-country, and will be responsible for bringing the team to consensus on its procedures, priorities, and activities. The project manager serves as the contact for the Program Officer in-country and should be able to provide administrative direction for the team while in-country. Project managers are usually expected to have previous IFES experience. The project manager will also normally coordinate the drafting of the final project report, although the Program Officer may assume this responsibility directly or designate another team member to do so.
- Civic Education Specialist and Assistant -- The civic education specialist is responsible for coordinating all IFES-sponsored civic or voter education activities with the electoral authorities and counterpart organizations. (These activities may be funded through a separate project; see the *How to Organize a Program in Civic Education* manual.) This individual will develop or assist others in developing appropriate civic education materials, supervise their production, and plan and direct their distribution or dissemination.
- Poll Worker Training Specialist and Assistant -- The poll worker training specialist is responsible for coordinating all IFES-sponsored poll worker training activities with the electoral authorities and counterpart organizations. This individual will develop or assist others in developing appropriate poll worker training materials, supervise their production, and plan and administer training seminars. (These activities may be funded through a separate project; see the *How to Organize a Poll Worker Training Project* manual.)
- Media Specialist -- The media specialist is responsible for assisting the electoral authorities in preparing materials for release to the media and for working with the media to ensure the widest dissemination possible of news items related to the elections process.
- Financial Manager -- The financial manager is responsible for monitoring all financial activity involving the on-site office. The FM will track all advances to and expenditures by the on-site office, prepare actual vs. budget reports for use by the project manager and Program Officer, and work with the Program Officer to prepare estimates of budget requirements through the end of the project. This individual also responds, in coordination with IFES/Washington, to requests for information from the local financial staff of the funding agency.

- Office Staff (secretary, office manager, driver, expeditor, etc.) -- The office staff is responsible for making logistical arrangements for the on-site staff (hotel, vehicle rental, travel, etc.) and performs other duties as assigned by the project manager or other on-site staff.
- and others as appropriate.

IFES/Washington staff involved in the project will generally include:

- Program Officer -- The Program Officer will generally be either a Program Officer or Senior Program Officer in charge of the project and is the principal point of contact in Washington for the project team. The duties of the Program Officer in relation to the project are laid out throughout this manual.
- Project Assistant -- The project assistant is usually asked to maintain project files, monitor progress on the project, coordinate team travel with the administrative assistant, develop procurement specifications, analyze bids, review invoices and expense reports, and draft narrative reports as directed.
- Finance Staff -- The director of finance assists the Program Officer in developing an initial budget and any subsequent budget amendment requests and approves the final versions of these before they are submitted to senior staff for signature. The project accountant and bookkeeper perform duties related to the project as assigned by the director of finance and administration.
- Senior Staff -- The director of programs is the immediate supervisor of the Program Officer and should monitor progress on the project through regular program staff meetings. The Program Officer should report any problems encountered to the program director for further action. The chairman, director, or their designated representative are the only individuals authorized to sign any contract or agreement on behalf of IFES. Items requiring their signature should be routed through the executive assistant.

Once position descriptions have been completed, a scope of work should be drafted to support the process of selecting the project team. The selection process is described in II. Select Team.

#### D. Prepare Budget

1. Develop project budget for on-site assistance projects
2. Negotiate budget agreement with funder

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As the terms of reference and objectives of the project are defined, IFES project staff must begin to develop a project budget. This budget should cover all anticipated direct and indirect costs, based on previous IFES experience and additional information provided by the funder or the host government. Project budget information for equipment (a capital account) and supplies (items which are consumed during the election) can be established on the basis of experience gathered from election to election. Backup documentation and the basis of estimation for individual line items should accompany the budget. A primary objective of the budget process is to make the proposed budget as complete and realistic as possible, since it will serve as the basis for negotiation with the funder(s) in determining the final project scope and budget.

A copy of the IFES On-Site Technical Assistance boilerplate budget is included as an attachment to this document. The proposed project budget should be drafted in cooperation with the IFES Director of Finance and Administration. The budget is included as part of the project proposal and is subject to review and approval by IFES executive staff as well as the funder.

**E. Negotiate other project parameters**

**1. Make arrangements with host country**

- a. Determine the primary point of contact in the government for the on-site team
- b. Determine the primary point of contact in the election commission for the on-site team
- c. Determine the primary point of contact at the Host Country embassy in Washington for IFES/Washington staff
- d. Review other understandings such as customs clearance and title to equipment

As IFES discusses the scope of work of an on-site assistance project with a USAID mission, a U.S. embassy, or another funder, it is essential that the host government be brought into the discussion, either with IFES directly or through the funder as intermediary. IFES should request copies of correspondence between the funder and the host government regarding the initiation of the project, and the understanding that the government has regarding the objectives and priorities of the project. Also, the funder should be asked to provide a written summary of its discussions with the host government and a list with names and titles of government officials who will be the project team's primary or initial points of contact. This written documentation should spell out the kind of assistance, if any, that the project team should expect from the government, such as local transportation, office space, or assistance in arranging meetings with officials inside and outside of the government.

**2. Make arrangements with U.S. Embassy or USAID mission**

Discussions with the funder and/or the U.S. embassy should also clarify the degree and kind of support that they intend to provide for the team, such as car and driver, office space, access to communication facilities, or the facilitation of contacts with information sources in-country. If the project is AID funded or if judged to be appropriate, the USAID mission and/or the embassy may be requested to make reservations for the team at a suitable hotel in the capital and to meet the team upon their arrival at the airport.

As soon as both IFES and the funder are in general agreement with the arrangements spelled out in the proposal, IFES should request authorization to begin expending funds on the project. If the project is funded by USAID, a Project Authorization covering the proposal should be filled out and sent to the appropriate AID/Washington representative. This will meet AID's requirements for its Core support. Authorizing documents for other funders/donors (UN, Host Country government, etc.) will be prepared as required.

## **II. Select team**

### **A. Establish selection criteria**

- 1. Language(s) of target country**
- 2. Ability to write in English (for reporting purposes)**
- 3. Country knowledge and/or experience**
- 4. Election administration knowledge and/or experience**
- 5. Knowledge of election commodities**
- 6. Knowledge of election law**
- 7. Training experience**

On the basis of the position descriptions, goals, and objectives developed, the Program Officer should begin to identify those consultants who may be best suited to accomplish the mission. The team should have sufficient background and experience to ensure that all aspects of the project will be completed satisfactorily.

The project team must have certain skills, such as language capability; knowledge of the country, including in-country or regional experience; election administration experience; more general experience in the democratic process; and familiarity with election law and related issues. In some cases, more specialized skills will be required for a particular project, such as knowledge of computers, commodities, or training. Depending on the country, some skills may be difficult to incorporate into the project team. It is important that consultants be selected according to how their collective skills may be applied to complete the scope of work and (if applicable) how they can best perform as a team. The Program Officer should consider as many combinations of consultants as possible and always be prepared with alternate selections.

### **B. Survey database and other sources for candidates**

The initial step in the selection process should be a search of the IFES Resource Center Database. Information on consultants who have been part of prior IFES projects or who have provided detailed information on Individual Data Sheets will be available on-line to IFES program staff. Consultant information may also be gathered through conversation with other Program Officers or through Program Officers' previous experience. Secondary sources include universities, private consulting firms, or referrals from other IFES consultants.

**C. Establish performance criteria**

Whatever a team member's special skills, they should have adequate command of English, both orally and in writing. The project manager should have excellent command of the host country's official language, at least orally, and each team member should be expected to interact with host government officials and U.S. government representatives effectively and with sensitivity to the country's culture. A team member will also be expected to contribute substantially to the team's completion of the scope of work and the project objectives as set forth in the project proposal. It should be made clear to all concerned that these expectations will be foremost among the criteria on which the consultant's performance will be evaluated.

**D. Interview candidates**

1. Ascertain interest and availability
2. Determine level of language skills
3. Obtain writing sample

Each potential consultant should be interviewed, perhaps more than once, with a foreign language component if the Program Officer is unsure of the consultant's skills in that area. An Individual Data Sheet must be completed if one has not been submitted previously, and a writing sample should be obtained if possible.

Logistics questions should be included in the interview:

- How does the consultant respond to the time commitment requested?
- How rigid is the consultant's schedule immediately following the close of the project?
- What kind of advance preparations do they need to make?

**E. Negotiate terms of contract**

Following the initial selection, the Program Officer should ask the consultant to complete a Contractor Biographical Data Sheet. (This form is optional for privately-funded projects but provides useful backup information.) On the basis of the response, the contracting officer will calculate the maximum daily rate which can be paid and should then contact the consultant directly to negotiate the consultant's daily rate. It is important to note that IFES may be able to obtain some consultants, such as permanent employees of national election commissions, on loan from their current positions, in which case the normal arrangement is for IFES to cover travel and per diem expenses only. The Program Officer needs to be

assured that the consultants will be able to complete the scope of work in the time provided and for the amount specified in the budget.

#### **F. Request approval from funder**

Final selection of members of the project team is usually subject to the approval of the funder and/or the U.S. representative in the field. In some cases, if the project is AID funded, approval from the U.S. embassy and USAID mission as well as AID/Washington technical and grants officers is required. Request for approval is normally accompanied by documentation of the proposed consultant's salary history and (for AID funded projects) by two authorization forms, the Authorization to Subcontract and the Travel Authorization.

Approval from the funder is based on qualifications as well as the proposed consulting fee. Field approval is usually granted on the basis of the team members' qualifications as reflected in their resumes or other documentation. The request for approval from the field is usually considered a simultaneous request for country clearance where this is required. Until approval for consultants is received from the field and/or the funder, it is important to remind the potential consultant that IFES' intention to contract with the consultant is conditional. To minimize potential conflicts, consultants should not begin travel or work until consulting agreements have final approvals.

#### **G. Prepare and execute contract**

Once the funder's approval is received, the contracting officer should prepare and execute the contract with the consultant. Only the chairman, director, or their designated representatives may sign contracts on behalf of IFES. One signed original is placed in the individual's contract file, and the other is returned to the contractor. Program Officers should retain copies of contracts in their project files for future reference.

### **III. Pre-departure team management**

#### **A. Have travel coordinator arrange travel, shots, visas, advances**

Many tasks must be completed before the team arrives at IFES offices and before departure for the destination. Once team members are identified, they should be contacted by the IFES Administrative Assistant to make arrangements for air travel, visas, inoculations, medical insurance coverage and lodging arrangements. Travel Advances are determined by the Administrative Assistant, who is also responsible for ensuring IFES compliance with all applicable regulations regarding travel and per diem. For this reason, it is preferable that the Administrative Assistant, rather than the consultant or program staff, make these arrangements.

#### **B. Coordinate preparation and distribution of briefing book, which should include:**

- 1. Project proposal, including SOW**
- 2. Pre-election assessment report**
- 3. Correspondence with funder and/or host government**
- 4. Consultants' resumes**
- 5. Time sheets and travel expense reports**
- 6. Background information on country**
- 7. Reference materials**

Briefing books should be prepared for each team member, with an additional copy for the Resource Center. The briefing book should include, in the following order:

- Project Proposal and Consultant's Scope of Work
- Relevant Correspondence between IFES Washington office, funder, and the host government
- Team members' resumes
- Background information on the country
- News articles on the democratization and election process
- A copy of any pre-election assessment report on the country
- Time sheets and travel expense reports
- Reference materials, such as the constitution and electoral law of the target country, sample civic education materials, sample laws or other documents from other countries, sample registration materials, ballots, and forms from other countries, and recent price quotes for election commodities.

Each team member should receive their briefing book with enough time to review it before arrival at the IFES office.

**C. Issue supplies and equipment**

The administrative assistant, Program Officer, and/or program assistant will turn over to the project manager one or more packages of supplies and equipment and review instructions for obtaining additional items if necessary. The Program Officer should also ensure that the team members are familiar with any computer hardware or software provided. Software should be compatible with IFES/Washington equipment if possible.

If a local office is to be set up for the on-site project staff, the Director of Finance and Administration will review the local office operations manual with the project manager.

- D. Set up team planning meetings**
- 1. at IFES**
  - 2. with funder**
  - 3. Country-specific briefings**

To the extent feasible, the two days prior to the team's departure are reserved for briefings and planning meetings in Washington, D.C. This time allows the team members to meet each other, IFES staff to brief the team, and any last-minute information, instructions, and concerns to be shared.

During the briefing day(s), the team will meet with several members of IFES' staff. Team members are briefed on IFES philosophy and guidelines for conduct in-country. Each team member's responsibilities are also outlined in this meeting. In addition to the briefing books, team members are provided at this time with any additional resource materials available in the IFES Resource Center which are of potential use in carrying out the project, such as examples of civic education materials, electoral laws or constitutions from other countries, sample registration material, ballots, or other forms, and price quotes for commonly referenced election commodities.

The IFES Program Officer and team members should review the objectives of the project and a preliminary project workplan, including an implementation timetable, to confirm the connection between the project proposal and each individual's scope of work. By the end of the meeting, each participant should have a clear understanding of their role within the team. Team members should be reminded that responsibilities may need to be reassigned among team members by the Program Officer and project manager on the basis of workloads and conditions as in-country work progresses.

The Program Officer should also review communications, administrative, financial, procurement, security, and personnel procedures, requirements and procedures for travel outside the capital, and the relationships and communications between IFES' local and Washington offices and between IFES and host country local election officials, the local USAID mission or US Embassy, and others (OAS, UN, etc.). The Program Officer should take time to outline both the requirements for routine reports (both for IFES and as required by the funder) and the procedures to be followed to report any emergency situation. It is also important to review project wrap-up procedures, even if the project is expected to last several months or more. Items to be covered include asset recovery if commodities are to be supplied, local office shutdown, audit requirements, the format and contents of the final project report, and the project evaluation process outlined at the end of this manual.

The administrative assistant and contracts officer will brief team members on their travel advances, with instructions regarding completion of time sheets and expense reports. Insurance coverage and emergency information should also be part of this meeting. Team members, after reviewing contracts with the contracts officer, should sign them and receive copies signed by a qualified executive staff member.

Team members should also visit AID/Washington and the State Department for briefings on the current political and security situation and, if the project is AID funded, to review and confirm AID expectations for the project. These meetings are also an opportunity for State and AID officials in Washington to become familiar with the team and review the host country's expectations of the team. It is a time for the team members to ask any questions they might have about their scope of work or about the country's current political climate.

The final set of briefings consists of visits to the host country's Washington embassy and any other persons that the Program Officer believes may provide substantive country information. These persons include professors, consultants, or anyone else who has significant country experience.

The administrative assistant or Program Officer should have adequate in-country hotel and telephone information for team members and their families prior to or at least by the day of the team's departure. Team members should be directed to communicate safe arrival in-country directly to IFES or through the U.S. embassy or USAID mission.

**IV. Post-departure team management**

- A. Monitor routine reports from team for progress**
- B. Report to funder as appropriate or required**
- C. Route information to IFES senior staff as appropriate**
- D. Monitor expenses against budget figures**

Following the departure of the team, the Program Officer monitors the team's activities and functions as the team's primary Washington-based contact, routing reports and requests for additional information and providing guidance and instructions to the team. The Program Officer should communicate with the team as needed to stay abreast of current activities. The Program Officer should refer unusual questions regarding team procedure or unexpected situations to senior staff whenever necessary. In addition, the Program Officer should obtain monthly reports from the finance staff and compare actual project expenditures against the budget and should initiate requests for modification of the budget or scope of work as necessary. The Program Officer is also responsible for fulfilling reporting requirements - weekly, monthly, quarterly, etc. - as set forth in the project agreement. All progress reports should be reviewed by the Senior Program Officer. If the project is of sufficient duration - usually three months or more - the Program Officer in charge should schedule an on-site visit to meet with the election authorities and project team, evaluate progress to date, and gather impressions and information to use in drafting progress reports and any amendment request which might be necessary.

## **V. Implementing the project**

### **A. In-Country Briefings, Introductions, and Protocol Meetings**

#### **1. Embassy/USAID briefing**

If the funder of the project is U.S. AID, then it is most likely that the project team's first activity will be a briefing with officials of the USAID mission and/or the U.S. Embassy. This is an opportunity for the team to formally introduce itself to U.S. officials in-country, and to introduce the project's terms of reference. The team should ensure that there is a mutual understanding of the goals of the project and of the role that the Embassy and the USAID mission will play in facilitating the project work during the team's time in-country. It is helpful to discuss the team's scope of work in terms of what the embassy and USAID mission see as the most important issues to be addressed.

This is also an opportunity for the team to be briefed by embassy and USAID officials regarding the current political events of the host country and the prominent players in the democratic transition and election administration.

#### **2. Meetings with government, electoral commission counterparts, accompanied by Embassy/USAID officials where appropriate**

When IFES projects are AID funded, it has been the practice for USAID or the embassy to arrange initial protocol and contact meetings with the government ministries and electoral officials with whom the team will be working. Often the first protocol meetings will be with the minister of external affairs and the minister of the interior (or whichever ministry has oversight authority regarding elections). The team should then meet with the director of elections or with the election commission, if one exists. It may be desirable for an official from the U.S. embassy to accompany the team on these first visits, but at the same time, the non-governmental nature of IFES and the non-partisan, non-political stance of the project team should be emphasized.

It is important that the purpose, goals, and terms of reference of the project be clearly expressed at these early meetings with the host government and consistently thereafter. Therefore, the initial introductory statement for the team should be made by the project manager or one individual who has been designated by the Program Officer. It is also advisable for the team to have a prepared written statement ready before they begin their host-government meetings. Such a standard statement regarding IFES and the objectives of the project can assist all members of the team in keeping their description of the terms of reference consistent. It can also be used to explain the team's purpose to the press, if appropriate.

Following the introductory meetings, work can begin on the tasks established in the project workplan. As stated earlier in this manual, an on-site technical assistance project can comprise any or all of a number of standard modules, which are now outlined in turn. The following descriptions of the modules are not intended to be exhaustive, but rather to give the Program Officer an idea of the tasks that must be assigned during the course of the project in order to ensure success.

## **B. COMMODITY ASSISTANCE MODULE**

This section is intended to guide Program Officers through the entire process of administering commodity assistance, although some of the early steps may be completed during the pre-election assessment.

### **1. Plan**

The first step in establishing an election commodity assistance program is to develop a master list of items required to administer the election. For analytical purposes, it is useful to divide the items into

- capital equipment (commodities which may be reusable in other elections);
- supplies (commodities which are consumed during the course of the election); and
- services (specialized tasks performed for the election).

The next steps are to inventory existing stocks of goods (a sample inventory form follows this section), determine replacement goods required, ascertain what goods and services can be provided out of the election authority's existing budget, and make recommendations on new goods, services, and technologies which may improve the administration of the election. Technology evaluation is especially critical in such areas as identification card production, voter registration data, radio and telephone communications, and vote reporting and tabulation. Computer and communications assistance are covered separately later in the manual.

Once the IFES representative has assessed the extent of the deficit between existing stocks and anticipated needs along with the ability of the election authority to replenish stocks through its own budget, the Program Officer and team leader should attempt to identify other potential donors capable of filling any supply gaps remaining. Other potential donors include the United Nations, US-based groups, regional organizations, and other countries. Relationships with other donors are discussed in detail in a subsequent section.

The next step is for the Program Officer and team leader to develop a schedule for delivery and deployment of goods to be purchased by IFES. For example, supplies for the voter registration process

would be required before supplies needed on election day. The schedule for identifying, procuring and delivering goods must reflect the reality of the election calendar.

For capital equipment, the post-election use of the equipment is a question which must be addressed early in the process. While the ultimate decision of post-election use will be made by the funding agency, the Program Officer and project manager should make recommendations based on their knowledge of the situation.

In any case, asset recovery may be required and if so, a recovery plan, timetable and budget should be developed and reviewed with host country electoral authorities. The asset recovery plan should include a designation of which IFES representative will supervise the process. In addition, if outside vendors are to be used, there must be a description of their responsibilities in the recovery process for contract purposes.

## 2. Procure

Once there is agreement between IFES and the host country election authority on IFES providing a particular item, the election authority must initiate a letter of request asking IFES to provide that item. The letter should be addressed to director of IFES or to the Program Officer and include detailed specifications for quantity, size, model, color, features, date required, shipping requirement, and any other specifications, etc. In the letter of request, the election authority should agree to facilitate duty-free entry of the commodities and to complete the appropriate customs paperwork to ensure that the delivery is processed by customs on an expedited basis. The program and finance staffs can then work together on organizing requests for bids and selecting vendor(s).

A database has been established in the IFES/Washington office to aid in the identification of vendors of election-related products and services. As additional vendors of a particular product category are identified, the sales contact, product, and price information should be sent to the Resource Center for entry into the database.

Samples of items should be obtained in advance of the bid decision so that independent testing or product evaluation can occur under IFES supervision. If possible, these samples and the test results should remain in or be forwarded to the IFES Resource Center after testing for future reference.

After the vendor selection has been made, the team leader should organize training in the use of the commodities. Such training may range from a single instruction sheet to multiple field seminars.

For items of high value, for example capital equipment such as computer or certain radio equipment, or for items which should be transported under tight security such as ballots, IFES couriers should accompany or carry the shipment. IFES Program Officers may also decide to insure valuable equipment during election use, in which case it may be necessary for the team leader to obtain quotations for insurance from local agencies.

When goods are delivered, they should be inventoried by both IFES and election authority representatives. A receiving report, including equipment serial numbers (if applicable) should be executed, signed by both parties. The receiving report must include the following two qualifications to the delivery:

1. The election authority agrees to store the commodities in a secure and suitable environment.
2. The election authority recognizes that the commodities are for use during the course of activities in the present election cycle and that title remains with IFES or the funding agency unless or until other agreements are negotiated.

### **3. Deploy**

Receiving reports should be sent by facsimile to the IFES/Washington upon completion. Originals should be delivered to IFES/Washington in person or mailed from the U.S. whenever possible unless otherwise specified by the funder for audit purposes.

Once the goods are delivered, appropriate storage facilities and recordkeeping are essential. Storage facilities must possess adequate security and environmental control to assure that the equipment and supplies are not damaged or lost while in inventory. Equipment such as computers and supplies such as film and staining ink may require cool, dry storage environments. Extensive periods of storage are not recommended for any item. Careful recordkeeping is necessary to avoid any dispute regarding the ownership or use of any item.

If the election process is postponed, it may be necessary to store equipment and commodities for an indefinite period of time. If possible, they should be stored under lock, key, and seal. If this is impossible, the on-site team should perform spot checks and inventory counts of goods in storage.

### **4. Recover**

Following the election, it is critical to move quickly to recover any assets the funder wishes recovered. Asset recovery generally requires IFES-contracted transportation and storage. Project records must note

the general condition of returned equipment, any missing equipment, and who had custody of the equipment. A local police report regarding any stolen or vandalized equipment is generally required.

## 5. Evaluate

For all items supplied, a usage report should be prepared, comparing the expected use of the item versus its actual use. For supply items, the usage report should include the beginning and ending inventory figures. For equipment, the report should include hours of use and number of users.

A review of the performance of the equipment, supplies, or services should be conducted to document the performance of the vendor, manufacturer, or product. Such a review should discuss whether the vendor delivered the product or service on schedule and if it was correctly installed. For equipment, it should state whether the warranty period was honored by the manufacturer. If equipment service was part of the package, the review should evaluate the quality of the service program. If environmental factors affected the performance of the equipment, this should be noted in the review as well.

Pre-Election Commodity Inventory Supplement

<u>Item</u>	<u>Quantity Needed</u>	<u>Quantity In Stock</u>	<u>Quantity To Be Bought</u>
<b>Equipment</b>			
Voting Machines			
Vote Counting Machines			
Ballot Boxes			
Padlocks			
Voting Booths/Screens			
Cameras			
Photo Die Cutters			
Laminating Machines			
Computer Equipment			
Software			
Radio Equipment			
Fax Machines			
Cellular Telephones			
Video Players			
Video Monitors			
Photocopiers			
Microfilm Readers			
Lamps			
Generators			
<b>Supplies</b>			
Ballot Box Seals			
Staining Ink			
Film			
Blank ID cards			
Laminate			
Paper			
Ballot Paper			
Envelopes			
Office Supplies			
Rubber Stamps			
Security Bags			

## Post-Election Commodity Inventory Supplement

<u>Item</u>	<u>Quantity Supplied</u>	<u>Quantity In Stock</u>	<u>Quantity Used</u>
<b>Equipment</b>			
Voting Machines			
Vote Counting Machines			
Ballot Boxes			
Padlocks			
Voting Booths/Screens			
Rubber Stamps			
Cameras			
Photo Die Cutters			
Laminating Machines			
Computer Equipment			
Software			
Radio Equipment			
Fax Machines			
Cellular Telephones			
Video Players			
Video Monitors			
Photocopiers			
Microfilm Readers			
Lamps			
Generators			
<b>Supplies</b>			
Ballot Box Seals			
Staining Ink			
Film			
Blank ID cards			
Laminate			
Paper			
Ballot Paper			
Envelopes			
Office Supplies			
Security Bags			

## C. COMMUNICATIONS ASSISTANCE MODULE

Within the context of commodity assistance, one specialized area of need is often communications. Communications are critical to electoral administration, and more so when a country's transportation infrastructure is poor. Reliable communications are necessary for all phases of electoral administration, from organization of voter registration efforts to election-day supervision and problem reporting to transmission of election results. Each use of communication has distinct security requirements as well.

### 1. Plan

If support for the communication function of the election authority is part of the technical assistance project, then a communications system plan should be developed. A plan should identify the elections authority's specific needs, evaluate the existing infrastructure in terms of whether it should be integrated into a larger election administration network, upgraded to meet election needs on its own, or replaced, and make recommendations on new technologies to be introduced. There should also be an evaluation of the capabilities of the election authority to manage, operate, and maintain the equipment.

If remote bases for communication devices are envisioned, the IFES representative should make on-site visits to the potential locations if possible and assess them for electric power, environment, security, and accountability. Specific strategies and equipment uses must be defined.

Because of the sensitive nature of radio communications for election related communications and election results, certain standards of operation must be in place for radio to be considered a secure medium of transmission. Such standards involve procedural and equipment-related issues. Procedural issues are those such as the use of call signs for each user. For the reporting of election results, authentication codes must be developed and used to validate a transmission. In these cases, a unique code is established for each polling station. This code must be transmitted with the election results. On the equipment side, security can be enhanced by utilizing encryption devices to scramble and unscramble transmissions. Critical periods of transmission can be tape recorded to provide an audio document of the discussion or reports.

The electoral authorities should request (usually from a government agency) several exclusive frequencies for High Frequency and Very High Frequency networks, depending upon the number of radio units in the field and the times of day that the frequencies are to be used. It may also be necessary to assign certain frequencies to particular radio units in order to keep priority channels clear of routine traffic.

On the basis of these recommendations, a communications budget can be developed. Before the Program Officer can proceed with the procurement process, it is necessary to obtain a letter or request from the

election authority. The letter should contain specific product information and the provisions as stated in the commodities section. A usage agreement should be developed and executed with the election authority. This agreement spells out the parameters of legitimate use of the communications network and states any specific prohibitions, such as military or other inappropriate use of the radio, fax, telephone or other communication system(s). Staffing and service responsibilities should also be stated. This document should be signed by representatives of both IFES and the election authority.

## **2. Procure**

In general, such a procurement follows the same guidelines as any equipment procurement; in this case, though, the issues of insurance, asset recovery, and post-election use are even more critical and must be decided upon in conjunction with the funding agency.

After the vendor selection is made and the equipment delivered, an IFES representative must inventory the goods with someone from the elections authority and execute a standard receiving report.

The frequencies assigned to the electoral authorities must then be monitored for quality under daytime and nighttime conditions, in various locations, and with each type of equipment to be used before being employed on a day-to-day basis. If the equipment is stored prior to use, those units in storage should be rotated with those in use for testing purposes. Only after all equipment has been tested should final payment be made.

Training is as critical with communication equipment as with any other resource. Training manuals which address the entire system use must be developed to instruct the users on operations, protocol, trouble shooting, and other responsibilities associated with participating in the communications network. A sample radio system manual is available in the IFES Resource Center for reference.

## **3. Deploy**

Receiving reports should be sent by facsimile to the IFES/Washington upon completion. Originals should be delivered to IFES/Washington in person or mailed from the U.S. whenever possible unless otherwise specified by the funder for audit purposes.

Once the equipment is delivered, appropriate storage facilities and recordkeeping are essential. Storage facilities must possess adequate security and environmental control to assure that the equipment is not damaged or lost while in inventory. Careful recordkeeping is necessary to avoid any dispute regarding responsibility for any item. A sign-out log should be used to keep track of all radio equipment; a

sample is appended to this manual. Similarly, a trouble report should be required in the event of any theft or damage to IFES-procured equipment; a sample is appended to this manual.

If the election process is postponed, it may be necessary to store the commodities for an indefinite period of time. If possible, they should be stored under lock, key, and seal. If this is impossible, the on-site team should perform spot checks and inventory counts of goods in storage.

#### **4. Recover**

Following the election, it is critical to move quickly to recover any assets the funder wishes recovered. Asset recovery generally requires IFES-contracted transportation and storage. Project records must note the general condition of returned equipment, any missing equipment, and who had custody of the equipment.

#### **5. Evaluate**

A post-election review of vendor and equipment performance should be undertaken. Factors to be evaluated include frequency of use of the equipment, the overall utility of the system (how critical it was to election administration), and the quality of transmissions and reception.

### **D. DATA PROCESSING ASSISTANCE MODULE**

#### **1. Plan**

A data processing evaluation is useful for ascertaining capabilities and needs. Such an assessment comprises two parts, the first dealing with existing capabilities and the second outlining recommended applications and costs.

In order to evaluate existing capabilities, the following points must be addressed:

#### **Hardware**

- Are mainframe, minicomputers, or personal computers used?
- What are the names of the hardware manufacturers?
- What model numbers and series numbers are on the hardware used?
- What sizes of disks or tapes can be used with the system?
- What are the memory capabilities?
- Are there terminals outside of the building?
- Evaluate the power supply. What power control devices are used or should be used?
- What types of printers (manufacturers, models, and numbers) are used?

- What other peripheral equipment is in use, i.e., modems?
- What is the downtime record and what are the reasons for the downtime?
- Is this installation typical of the computer capability existent in the country?
- If there are better facilities, can these be toured?
- Is there any excess capacity in machine time at other locations?

#### Security

- Describe the security arrangements in the computer terminal areas.

#### Software

- What is the operating software for the system?
- If networking software is used, what kind is it?
- What are the current applications, i.e. voter registration, ID cards?
- What application software is being used? What are the licensing or ownership arrangements?
- Are there multiple applications from one database?

#### Personnel

- Describe the staffing (supervisors, data entry personnel, programmers, and technicians) currently available to the election authority.
- Is there technical expertise on staff at the other facilities who could do consulting work if required?
- Is there any excess capacity in staffing at other locations?

#### Procedures

- Describe the flow of source documents into the entry area. How are the documents batched? How are they transported? Is there a shipping document?
- Obtain copies of forms used in the entry process, i.e., original entry form or change of record form. Diagram the form names and numbers into a workflow picture.
- Obtain a hard copy of examples of entry screens for key applications.
- Where and how is information verified on these documents?
- What is the error rate in entry from these documents? What are the auditing procedures? How are errors corrected?
- How are problematic documents flagged for special handling?
- If voter registration is an application, how are duplications found? How are duplications eliminated?
- If vote tabulation is an application, describe the testing process to ascertain the accuracy of the counting software.
- If voters list development is an application, how much printing time is required to print the required number of copies of the list?
- What back-ups are kept?
- What are the system reporting capabilities? Obtain copies of system reports.

### Upgrades

- Identify hardware and software upgrades which may be introduced to improve the system.

The focus of the evaluation then shifts to a set of recommendations on data processing applications. Potential data processing applications for an election authority include the following areas:

- Voter registration
- Identification card production
- Signature retrieval/comparison
- Geographical mapping
- Logistical tracking
- Polling station data
- Office administration and planning
- Financial accounting
- Word processing
- Vote tabulation
- Media notification of results
- Inventory tracking
- Layouts for forms and ballots
- Candidate filings

In recommending specific applications, the IFES representative should write a general scenario of the application being recommended, including:

- a complete list of components and any peripheral equipment needed;
- a discussion of available upgrades;
- workflow diagrams of the systems being proposed;
- budget figures for the total system including hardware, software, shipping, training, and installation;
- a cost-benefit analysis of the options;
- a projected timeline associated with general product availability, shipping, software development and installation, and hardware installation;
- a discussion of hardware and software service considerations;
- and recommendations on whether the equipment should be insured and on its post-election use.

If the software recommended is proprietary in nature, the licensing and ownership fees, responsibilities, and privileges should be noted. If the software was developed by IFES consultants or contractors for the project, licensing and software ownership questions must be resolved before the software is turned

over. An evaluation of the relevance of other forms of information/document processing such as optical imaging or microfilming is also be useful.

## **2. Purchase**

The information contained in the plan should provide sufficient detail for the Program Officer and finance staff to develop bid specifications and select a vendor.

The IFES representative must obtain a request letter from the election authority detailing the application and component. Just as with communications equipment, a user agreement stipulating the application of the system should be developed and executed with the election authority.

Once the system is purchased, the election authority must assist in executing the customs paperwork and arrange for expedited customs processing.

## **3. Install**

After delivery, the IFES representative should execute a receiving report with the election authority, supervise the installation of the system, and develop any needed training manuals. Receiving reports should be sent by facsimile to the IFES/Washington upon completion. Originals should be delivered to IFES/Washington in person or mailed from the U.S. whenever possible unless otherwise specified by the funder for audit purposes.

Once the equipment is delivered, the IFES on-site team must monitor its usage to ensure that the terms of the usage agreement are being complied with and that the physical conditions remain appropriate for sensitive equipment. A constant power supply is especially critical to prevent damage to the equipment.

## **4. Recover**

Following the election, it is critical to move quickly to recover any assets the funder wishes recovered. Asset recovery generally requires IFES-contracted transportation and storage. Project records must note the general condition of returned equipment, any missing equipment, and who had custody of the equipment.

## **5. Evaluate**

A post-election review of vendor and equipment performance should be undertaken. Factors to be evaluated include frequency of use of the equipment, the overall utility of the system (how critical it was to election administration), and the dependability of the equipment.

### **E. LOGISTICAL PLANNING MODULE**

In providing logistical support, there are a variety of topics to be addressed. These topics include polling-station selection, establishment of an election calendar, transportation of election supplies, security, and return of goods and supplies to designated locations.

#### **1. Collect information**

Information to be collected as part of logistical planning includes voter registration figures, road and highway conditions, flight times and airstrip conditions, river transport experience, and the sources and costs of conveyances. Because this information will be current, it may also have applicability in the post-election period in other areas of social concern outside of election administration. Such infrastructure data could have implication for health care, commerce, agriculture, or other fields where transport and demographics are important factors.

#### **2. Map polling stations**

The IFES representative can assist in the development of criteria for the establishment of polling locations based upon topographical, statutory, procedural, and voter registration factors. The size of a polling station is measured by the number of voters which it services. That number must take into account the impact of voter identification procedures, voting procedures, the level of voter education, the size of the voting facility, the training and number of poll workers, and the time that it takes for the voter to complete the balloting process. As a rule of thumb, 500 voters per polling place can be used as a point of departure and amended upward or downward as circumstances require. Obviously, in remote geographical areas, polls may service fewer than 100 voters and in urban areas more than 500. The human and financial resources available to staff and supply polling stations also has an impact on the number of polls which can be set up.

Polling stations can be located in neighborhood gathering facilities such as schools, businesses, and churches. In some areas, where the only facilities available are private dwellings, polls may be located in homes. Frequently, contracts are executed for the use of a facility as a poll which obligate the owners to make the space available on election day. In some cases, polling stations can be located outside, if

there are no buildings in the area and the climate permits it. Regardless of the physical setting, there must be sufficient room for the number of voters assigned to the polling place to move through the voting process smoothly.

Ideally, the facility where a poll is located should be in a location which is politically neutral, known to the people in the community, and as convenient as possible in terms of access. Special needs such as handicapped access should be discussed with the electoral authorities before final polling-place selection.

Staff from the election authority should visit each potential polling facility and make an on-site assessment of its suitability whenever possible. If not, reliable local authorities should be called on for recommendations of potential polling places.

Polls can be identified by both name and by an identification number which is selected for the purposes of the election. All commodities destined for a particular poll should bear the identification nomenclature devised.

Depending upon the statutory provision of the electoral code, political parties, interest groups, and the voting public may have input into polling site selection. If this is the case, the election authority must establish formal hearing procedures for suggestions to be submitted, reviewed, and adjudicated during an announced timeframe for such activities.

### **3. Plan supply distribution**

An election calendar which lists critical deadlines and activities and assigns a date to them must accompany any logistics plan. Since scheduling must sometimes occur before the election date is known, the calendar can be constituted in a format which shows election day and events which must happen in relation to that day, e.g., 1 day before, 2 weeks before, 3 months before, and so on.

An election-day supply distribution plan should be developed showing the resources required to transport personnel and supplies to the polls for balloting and to return these items for inventory and official closure after the voting. This distribution effort can be centralized, with all supplies staged and shipped nationally from one location, or decentralized, with supplies taken to regional locations where they are stored, organized, and distributed by regional election officials.

In either case, polling station supplies must be packed in a way which makes them both secure and convenient to ship. Control numbers for sensitive items, especially ballots, ballot boxes, padlocks, and keys should be recorded prior to distribution. Lead time for transporting supplies to remote areas must

be determined so that the commodities arrive on schedule for balloting. A detailed logistics plan also shows the leg-by-leg journey which the poll supplies take in their route to the poll, so that at any point in time the election authority knows where the supplies should be located.

Adequate security for each shipment must be provided both to and from the polling station. However, local sensitivities towards the police, local constabularies, or the military may make it necessary for United Nations peacekeeping forces or other multinational groups to provide election security.

#### **4. Book transportation**

Since election day may attract observers, press, and other visitors, it is important to obtain early commitments on sources of transport. Such sources include cargo trucks and vans, rail cars, river transport, aircraft, pack animals, and human labor. Establishing contracts with each purveyor is essential to assure a timebound commitment for election day. Sometimes observers may ask to accompany the shipment of commodities, in which case accommodations can be made for additional human cargo.

#### **5. Evaluate**

Supply distribution should be evaluated following the election to facilitate the development of recommendations for future supply efforts.

### **F. PROCEDURAL PLANNING MODULE**

The objectives of procedural assistance are:

- to ensure that voting procedures include proper controls against fraud;
- to ensure that the procedures are not awkward or cumbersome, unnecessarily slowing the voting process; and
- to ensure that procedures conform to applicable statutes, administrative rules, and the electoral code so that an election cannot be invalidated on the basis of a technical impropriety.

#### **1. Collect information**

To begin this process, the IFES representative must obtain copies of any procedure manuals, forms, and signage used in the electoral process. These should be organized in a workflow diagram and then reviewed against the legal framework of the elections. Where available, historical information on voter turnout and ballot spoilage is also useful in this planning process.

The next step is to perform a "critical procedure" evaluation. Such an assessment should focus on seven administrative/statutory procedures which are critical controls at sensitive points in the electoral process. Such an assessment should provide a description of the procedure, a sample of forms used, and a workflow diagram. Those critical procedure areas are:

- Voter identification procedures for registration
- Voter identification for voting
- Candidate/party filing procedures and costs
- Vote tabulation procedures
- Vote appeal and recount process
- Ballot transport and retention policies
- Election certification process

The two most time-sensitive areas in procedure planning are voter registration and voting procedures. The IFES representative should describe the process of registering to vote and examine the system of filing and retrieving voter registration information. The process of making changes or corrections to the voter list should be reviewed.

## **2. Develop workflow diagram**

In assessing the impact of procedures on voting, a workflow diagram of the polling station should be created showing the location of voter processing officers, polling booths, ballot boxes, and other key individuals and equipment.

Special attention should be focused on the time that it takes to vote. Ideally a time and motion study should be conducted to determine the time that it takes to process a voter and thus how many voters can be processed during the course of Election Day.

The IFES representative should become familiar with the process of determining the ballot position for candidates and parties and the procedures for printing ballots. A list should be made of the different types of alternative voting procedures available such as absentee voting or proxy voting. Specimens of each ballot type and the forms pertaining to them should be included with any assessment written of the process.

## **3. Develop recommendations**

The on-site team should provide the electoral authorities with detailed recommendations, including sample materials (from the IFES Resource Center if appropriate), on how to improve procedures and render whatever assistance might be necessary to implement those procedures accepted by the authorities.

All new forms and procedures approved must be documented and a separate package put together for election worker training purposes.

#### **4. Evaluate**

Election procedures should be evaluated following the election to facilitate the development of recommendations for future elections.

### **G. ELECTORAL STATUTE REVIEW MODULE**

#### **1. Collect information**

Since elections are constituted on the basis of law, statutory issues will be a constant concern during the course of a project. The IFES representative should obtain a current copy of the electoral legislation, which should cover the following topics:

- Composition of the election authority
- Government funding obligations
- Voter qualification and registration requirements
- Voting district configuration and representation
- Candidate filing requirements
- Campaign finance regulation
- Campaign ethics rules
- Election observation provisions
- Media access provisions
- Polling station requirements
- Voting by the military
- Vote tabulation procedures
- Election results dissemination
- Vote certification process
- Vote fraud penalties
- Adjudication of grievances

#### **2. Evaluate statutory framework**

In lay language, the IFES representative should forward to the Program Officer a confidential analysis of the "critical statutes" governing the following aspects of electoral activity:

- Voter qualification, identification, and registration

- Voting district configuration and representation
- Public office filing requirements
- Polling station requirements
- Vote tabulation procedures
- Vote certification process
- Election observation

### 3. Develop recommendations

If there are recommendations concerning legislative changes, alternative language must be drafted for the critical statutes which support access to voter enfranchisement and elected representation, new technologies for electoral administration, procedures for improved efficiency and control of balloting, polling station requirements, and vote tabulation.

Additionally, the IFES representative should provide a narrative description of the structure of the government, its administrative decision-making process and the law-making process. Recent court cases which have an impact on the election process should be reviewed and summarized.

## H. POLL WORKER TRAINING

Poll worker training is discussed in detail in IFES' *How to Organize a Poll Worker Training Project* manual. However, the IFES on-site team may be asked for assistance in planning and preparing for a poll worker training program. Such a program might be administered by the electoral authorities themselves, by a domestic training organization, by IFES, or by another international agency. An on-site technical assistance team's focus in this area is most likely to be on procuring or preparing materials for use in poll worker training programs, whether or not they are administered by IFES. The team should therefore develop a solid understanding of the poll worker training process by obtaining and reviewing the job description for each poll worker position and copies of all training manuals, video tapes, posters, handbills, cartoons, audio tapes, booklets, slides, and other training media used in previous training exercises or proposed for use in upcoming elections.

### 1. Collect materials

One of the most critical tasks that the IFES team should undertake is comparing the training literature to applicable statutes to assure that instructions are being given in accordance with the law.

If IFES is assisting the electoral authorities design their own training program, the team should review the following elements of training processes from prior elections:

- the type of curriculum
- successful teaching techniques such as workshops, oral presentations, role playing exercises, case studies, and video or audio tapes that were employed
- organizational structure
- recruitment and hiring
- logistics
- payment mechanism.

It is also important to note how many people are going to require training, broken down by the following categories of worker:

- Election authority staff
- Poll workers (presidents and team members)
- Other support personnel, i.e., security and logistics

This review will enable the IFES representative to recommend any additional training needed for poll workers and election authority staff.

## **2. Develop recommendations**

In developing recommendations for a training program, the IFES representative should include a section on trainee testing, evaluating, and monitoring activities, as well as a calendar for the recruitment and training of election workers and a budget for training.

## **3. Evaluate**

Poll worker training efforts should be evaluated before, during, and after the election to facilitate the development of recommendations for improvement in the delivery of training for future elections.

### **I. VOTER EDUCATION MODULE**

Voter education is discussed in detail in IFES' *How to Organize a Civic Education Program* manual. However, the IFES on-site team may be asked for assistance in planning and preparing for a voter education campaign. The most useful assistance is often the development of a voter education plan for execution by the electoral authorities. Such a plan should include a budget and recommendations on the messages and media which are to be developed and disseminated. On other occasions, the IFES team may be asked to prepare actual materials for use in such campaigns.

## 1. Collect information

Before developing recommendations or materials for the consideration of the electoral authorities, the on-site assistance team should become familiar with the current levels of voter education, broken down by demographic categories including location, gender, and other available analytical measures.

One way to gather hard data is to develop and conduct a survey or focus group to measure voter knowledge of the electoral and political systems. The survey or focus group should cover the following points in addition to others identified:

- Voter knowledge of the current government
- Voter familiarity with political leaders
- Level of voter registration
- Location of registration sites
- Voter awareness of how to mark a ballot
- Voter knowledge of location of polling stations
- Voter knowledge of how election results are released

## 2. Develop recommendations

Based on current levels of knowledge regarding the electoral process, demographic variables such as population density, gender, literacy, and access to broadcast media, and infrastructure considerations such as the condition of roads, the IFES team can develop recommendations or materials which are appropriate to the host country.

There will often be groups other than IFES involved with voter education, although each group may be disseminating distinct messages. The IFES representative should collect samples of all available media for the IFES Resource Center.

The on-site assistance team may also be requested to assist the electoral authorities in disseminating information regarding the electoral process to the media. The team should assist their counterparts develop election press policies which address the following points:

- Press credentials and certifications
- Media access to polling stations
- Election results reporting
- News release format
- Press conference protocol

It is also useful for the IFES representative to develop a list of potential contractors for the production of education media which include printers, graphic artists, copy writers, typesetters, and video and audio production studios.

### 3. Evaluate

If there is sufficient time in the election calendar, the education survey could be repeated to determine the extent of success.

## J. ELECTION OBSERVATION MODULE

Election observation is discussed in detail in IFES' *How to Organize an Election Observation Mission* manual. On-site assistance in the area of election observation relates more to helping the electoral authorities plan and prepare for the number of observers who will be present for the elections. It is thus important to have a clear understanding of the observer role as stipulated in the election statutes which authorize the presence of observers. IFES on-site project staff will usually be present on election day in their technical capacity and should both render any necessary assistance in resolving last-minute problems and observe events on election day in order to prepare an analysis of the technical aspects of electoral administration.

The most important task in preparing for an influx of observers is setting up a speedy and secure credentialing process. Individuals working on credentialing will require training in verifying the identity of individuals presenting themselves as observers and in preparing the credentials themselves.

In preparing for observer missions, the electoral authorities should develop a briefing book and observer orientation sessions which provide critical details on the election process including:

- Maps
- Political history of the country
- Names and affiliations of party leaders
- Names and contact information for national and local electoral authorities
- Highlights of critical statutes and the full text of any statute relating specifically to election observation
- Highlights of critical procedures, especially vote counting, reporting, tabulation, and dissemination
- Polling-place locations

Since some observer groups may request background information well in advance of the arrival of their teams, this information should be gathered and placed into packets as early as possible once election dates are established.

Observer groups may also request assistance in identifying suitable locations, transportation, and lodging for their observers. This information should also be prepared early in the process.

#### **K. DONOR COORDINATION/SOLICITATION**

As a rule, there are no formal relationships among international or local contributor groups outside of what may be defined in grant documents. However, each group should have a defined role in the election process. These roles can often be broken down along modules of project involvement. In the end, it is usually left up to the individuals involved with the project to establish working relationships among themselves.

Both the Program Officer and team leader should make personal and/or telephone contact with representatives of other donor organizations as a first step. From the initial interview, the IFES project team should understand how they see their role and what tasks they specifically see themselves doing. Such contributor groups could be US based and USAID funded; regional election or government organizations; the local US Embassy or other nations' embassies; election authorities from other developed democracies; international observer groups; ad hoc local observers; and human rights organizations, among others.

On the basis of an analysis of contributor groups, the IFES project team should create an organization chart of the process which details the relationships among the groups and the needs of the election process. As stated in the commodities module, other donors should be approached to fill in gaps between materiel needed for the elections and those available through the election authority's and IFES' budgets.

The IFES on-site team should maintain an informal network of communications with the representatives of different donor/support groups throughout the electoral process, including telephone contact, facsimile transmissions, and personal contacts, but should always work to maintain an independent, non-partisan position.

#### **L. MISCELLANEOUS CONSULTING**

The electoral authorities will often require specialized assistance in administering the electoral process. Depending upon the complexity and scope of the task, the Program Officer can assign the task to the team leader or other IFES field representative or engage a dedicated consultant. Some of these specialized tasks include:

- Video/audio production for voter education, poll worker training, or observer orientation

- Statutory language development
- Cartography
- Telecommunications
- Computer programming
- Radio communications
- Opinion/attitude polls and surveys
- Graphic arts
- Time and motion studies
- Security
- Land, water, and air cargo handling
- Press relations
- Language translation
- Bookkeeping
- Electrical work
- Photography
- Carpentry
- Airplane piloting
- Document/workflow analysis

In addition to specialized consultants, some of the work may be accomplished by contracting with vendors. A list of vendors for those supplies and services which IFES has used is available in the Resource Center. Product and service information for vendors will be provided on-line to IFES staff in the IFES Resource Center Database.

#### **M. Progress reporting**

##### **1. Progress reports to electoral authorities**

The team leader should report in writing to the electoral authorities on progress on a regular basis, such as monthly or at the end of each site visit. These written reports are useful in avoiding any misunderstanding regarding the status of critical elements in the electoral process. Frequently, the IFES project team members will be working directly with staff of the election authority on a daily basis. In such cases, the team leader should endeavor to meet with the senior election official at least on a weekly basis.

## **2. Progress reports to IFES/Washington**

The team leader or designated team member should report on progress to the Program Officer at IFES/Washington at least twice weekly via telephone or fax. Reports should indicate progress made on items already included in the project workplan, new items identified that require attention, and any delays or other problems encountered. These reports will allow the Program Officer to initiate needed modifications to the project workplan or budget in a timely manner.

## **3. Progress reports to funder**

It is the responsibility of the Program Officer to provide written or verbal progress updates to the appropriate representatives of the funding organization on a regular basis as specified in the funding agreement or otherwise. As in the case of reports from the project team to IFES/Washington, progress reports to the funder should indicate progress made on items already included in the project workplan, new items identified that require attention, and any delays or other problems encountered.

Team members should also brief appropriate local U.S. Embassy/USAID mission personnel on a regular basis throughout the course of the project, especially at the beginning and end of each site visit.

## **VI. Project Wrap-Up**

- A. Debrief local U.S. Embassy/USAID mission**
- B. Debrief funder**
- C. Debrief State/A.I.D., IFES, Congress, public**

If the funder of the project is U.S. AID, the team will be expected to orally debrief USAID and embassy officials prior to their final departure from the country. The team should be prepared to outline their accomplishments, findings, and recommendations, particularly those regarding possible future assistance to the electoral process. In some cases, the funder will expect to receive a written report from the team prior to its departure. In such cases, this expectation will be clearly expressed in the team's scope of work and in team members' contracts.

When possible, IFES schedules a debriefing for the team at the IFES Washington office. It is also advisable to schedule public and Congressional briefings and, particularly if the project is AID funded, a briefing for officials of the Department of State and U.S. AID. These too are usually oral briefings on the team's accomplishments, findings, and recommendations.

### **D. Final report writing**

Work on the final report should usually be an ongoing task. The team members should gather materials and keep a separate set of notes of items that should be covered in the final report, especially on lessons learned during the course of the project. Actual drafting of the sections on project background, election-process overview, and project description should begin as early in the life of the project as possible. If a team member's involvement with the project ends prior to the end of the project, the Program Officer should request that team member's contributions toward the final report before final payment for services is made.

Once the project is complete, the team leader or other team member assigned by the Program Officer should coordinate with any other members of the project team and begin drafting the remaining sections of the final project report. The report should clearly outline the team's accomplishments, observations, and recommendations, particularly those regarding possible future assistance to the electoral process. In general, the report should conform to the following outline:

1. Lists
  - a. abbreviations
  - b. key personnel
2. Executive Summary
3. Project Timetable

4. Background of IFES Involvement
  - a. Pre-Election Assessment Mission and Report/Recommendations
  - b. Elections Assistance Project Grant Description
  - c. Grant Amendments
5. Overview of the Election Process
  - a. Key Elements of Electoral Law and Practice
  - b. Administrative Structure
  - c. Political Parties
  - d. Involvement of International Groups
6. IFES Project Description
  - a. Project Personnel Job Descriptions
  - b. Commodity Assistance
  - c. Communications Assistance
  - d. Data Processing Assistance
  - e. Logistical Planning Assistance
  - f. Procedural Planning Assistance
  - g. Election Statute Review Assistance
  - h. Election Worker Training Assistance
  - i. Voter Education Assistance
  - j. Election Observation Assistance
  - k. Donor Coordination/Solicitation
  - l. Miscellaneous Consultation
7. Responses to Pre-Election Assessment Recommendations
8. Responses to Additional Problems Identified During Project
9. Project Administration
10. Description of Election-Day Activities, Problems Encountered, and Assistance Rendered
11. Election Results
12. Post-Election Recommendations to Electoral Authorities for Changes to the Electoral Process
13. Post-Election Recommendations to the Funder for Additional Assistance
14. Post-Election Recommendations to IFES for Changes in Project Administration Methods
15. Conclusions
16. Attachments
  - a. Maps
  - b. Press Clippings on IFES Project
  - c. Election Results

The Program Officer should review the draft final project report for content and style problems and return it to the author if necessary. Ideally, the report should be reviewed by at least two IFES staff members in addition to the Program Officer responsible before it is accepted as final. Usually, the secondary reviewers/editors will be the senior Program Officer, the program director, or the deputy director. The final report should be sent first to the funder and the IFES Board, then to other organizations involved in the elections, the IFES Resource Center, and other individuals and organizations who might be interested in the project.

## VII. Monitoring and evaluation strategy

On-site technical assistance projects can and should be monitored and evaluated on several levels, using a variety of evaluative tools, with several different audiences and purposes in mind. Monitoring should continue throughout the project so that any corrective action needed can be taken in a timely manner.

### A. Team members

The performance of each individual project team member should be evaluated, for two primary purposes:

- to assess whether the scope of work and other formal expectations have been fulfilled; and
- to leave an evaluative record of the consultant's work in their IFES file. This will provide an audit trail to the Consultant's SOW and performance review by funder (if required) and allow other IFES staff to better judge their suitability for future IFES assignments.

The IFES Program Officer who managed the project should solicit feedback from the USAID mission, the U.S. embassy, or other funder with whom the consultant interacted in the field, regarding the consultant's performance according to the pre-established criteria:

- a strong command of English and the official language;
- positive interaction with host country officials and USG officials in-country; and
- substantive contribution to the tasks outlined in the scope of work.

The Program Officer should add their evaluative comments on those performance criteria, based on reporting during the project, Washington briefings and debriefings, and on the final project report. The Program Officer's evaluation of the project team members should be written and placed in the consultant's confidential file at IFES.

### B. Institutional development

Since IFES' primary objective of strengthening the electoral process is best achieved in the long term by assisting in institutional development, the final report should include descriptions or impressions of any progress made in developing credible electoral institutions, including the names of any election workers who demonstrated superior ability during the process.

### **C. Project design and support**

IFES' project design and support to the project team should be evaluated by the team members with the primary evaluative criterion being: Did IFES enable the consultants to do as good a job as possible in carrying out the project? The purpose of this evaluation is to give feedback to IFES on its general administrative procedures in designing and supporting an on-site technical assistance project, so that the design and support can improve with future projects.

The Program Officer asks the project team members to give feedback for this evaluation after the completion of the project, requesting that they give a written response evaluating project elements such as the following:

- make-up of the project team: size; complement of skills, of personalities; appropriateness of choice of project manager
- preparations for the project: briefing book; accuracy of verbal description of project task; quality and helpfulness of Washington briefings
- IFES support to team while in-country
- overall project design: feasibility and appropriateness of scope of work

The team members' written evaluation should be collected by the Program Officer, who will share the comments with other program staff and use the consultants' suggestions to make improvements in project management.

### **D. Project's responsiveness to funder's and host country's needs**

The project as a whole should be evaluated in terms of how well it responded to the needs of the host country and the funder. Evaluation of this question can be profitably carried out both immediately after the completion and delivery of the project report, and several months later.

#### **1. Immediate project evaluation**

The evaluative questions that the IFES Program Officer should discuss with the project funder, and to the extent possible host government officials, include the following:

- Was the project scope of work sufficiently comprehensive and sufficiently focussed to meet the needs of the funder and the host country?
- Were the individual objectives of the scope of work fulfilled through the team's work?
- Was the IFES response to the need and the request for assistance generally satisfactory?

- What, if any, are the near-term ways in which IFES can continue to be responsive to the needs of the funder and the host country in their efforts to strengthen the electoral process?
- What, if any, are the long-term ways in which IFES can continue to be responsive to the needs of the funder and the host country in their efforts to strengthen the electoral process?

The means for gathering answers to these questions, from the funder and from host country officials, may vary. Informal means, such as telephone calls, often can solicit a more frank and comprehensive response. It is important, however, to also solicit written responses to these questions, if possible.

The funder and host country evaluation of the project should be collected, written down (if given verbally), and commented on by the IFES Program Officer, and included in the permanent project file. Evaluations should also be placed in the evaluation file in the director's office so that evaluations can easily be shared with other IFES staff members, funders, and board members, as appropriate. The funder and host country evaluations should also be presented at the project evaluation meeting convened by the regional program director. (See below.)

## **2. Longer term project evaluation**

To evaluate the effectiveness of the project and the final report in furthering progress toward democratic elections in the host country, it is useful to solicit feedback from the USAID mission, U.S. embassy, or other funder two to four months after the final project report has been delivered.

### **E. Project's fulfillment of IFES' objectives**

IFES implicitly or explicitly sets institutional objectives for each project that it undertakes, including on-site assistance projects. At the completion of the project, the relevant IFES staff should gather to review those objectives and to evaluate whether they have been accomplished. Institutional objectives for carrying out an on-site assistance project might include the following:

- to satisfy a request from a funder or country with whom it is important to maintain or build a good relationship;
- to lay the groundwork for further short-or long-term assistance in the country;
- to fulfill in part the IFES annual workplan;
- to generate the revenue that comes from the overhead category in the project budget;
- to provide technical assistance experience to an IFES staff member or consultant.

An evaluative discussion regarding each project should be convened by the regional program director, to include representatives from program staff, financial and administrative staff, and executive staff, to examine how well the project has fulfilled the institutional objectives of IFES. Such discussion should determine whether a project has been profitable, in every sense of the word, to IFES and whether similar projects should continue to be undertaken.

## Project Recordkeeping Supplement

### 1. Field files

Each set of project field files should contain a standard group of documents in addition to any which may be unique to a particular project. Copies of these materials should be forwarded to IFES/Washington as appropriate; any items remaining after the election should be forwarded along with the final project report.

- All correspondence, memoranda, or reports from the election authority.
- A list of key players in the process including names, titles, addresses, and other contact information including copies of business cards.
- Samples of all public documents published by the election authority.
- Copies of all reports, memoranda, forms, and maps created by the IFES field team in support or in analysis of the election process.
- A list of all bidders, vendors, and potential suppliers of goods and services to the process, including names, addresses, and other contact information including copies of business cards.
- A set of maps showing the country, its political subdivisions, and voting districts.
- A copy of the electoral codes and statutes.
- Reports, memoranda, and training literature from observer organizations on the electoral process.
- Samples of literature, statements, and manifestos from political parties.
- Copies of all audio and video tapes produced by IFES for training or education purposes.
- Copies of all print media produced by IFES for training or education purposes.
- Copies of the training manuals or training literature used by the election authorities.
- Copies of local and international newspapers, journals, and any other print media showing articles and display advertisements concerning the election.
- Samples of all statutory and administrative forms and signage used by the election authority in voter registration or the balloting process.
- Specimen samples of the ballots used in the election.
- A list of polling station locations.
- A copy on disk of the list of registered voters.
- A copy of the final election results.
- Prints or slides of all photographs taken by IFES representatives during the project.
- A local telephone directory.
- If a video camera or VCR is employed during the project, copies of all tapes shot directly or television news programs, speeches, and political advertising recorded from local television.

- All audio tapes from HF or VHF radio transmissions.
- All audio tapes recorded from standard radio broadcasts, including news programs, speeches, and political advertising. All audio tapes of news conferences recorded directly by IFES field representatives.
- A media list showing names, contacts, telephone/fax/telex numbers and addresses for all major news media outlets in the country.
- A video, audio, and print record of the election process, including a television and radio reports, commercials, speeches, debates, and other broadcasts.

## 2. IFES/Washington project files

IFES/Washington project files will necessarily be focused more on administrative matters than on the day-to-day operations of the project team. It is critical that original documents be available when and where needed for audit purposes, so most originals are kept either in the field files or in IFES/Washington financial files. Project officers will need to refer to many of these documents, however, and should make and retain copies for their project files.

- a. ADMINISTRATIVE
  - i. Proposal / Grant / Amendments
  - ii. Contracts
  - iii. Budget Information
- b. REPORTS
  - i. Pre-Election Assessment
  - ii. Reports from project consultants/staff
  - iii. Interim/progress reports to A.I.D.
  - iv. Final project report
  - v. Reports from other sources
- c. CORRESPONDENCE
  - i. A.I.D.
  - ii. Election Commission
  - iii. Embassy of host country
  - iv. U.S. Embassy in country
  - v. other U.S. groups
  - vi. other local groups
- d. PROCUREMENT
  - i. U.S. Procurements
  - ii. Local Procurements
  - iii. Other donors
  - iv. Asset Control
  - v. Vendors
  - vi. Shipping
- e. OTHER
  - i. Background information
  - ii. Contacts
  - iii. Sample Materials
  - iv. Travel
  - v. IFES press coverage



## RADIO TROUBLE REPORT

NAME OF RESPONSIBLE \_\_\_\_\_  
TITLE OF RESPONSIBLE \_\_\_\_\_  
OFFICE LOCATION \_\_\_\_\_  
TYPE OF RADIO UNIT \_\_\_\_\_  
MODEL/SERIAL #s \_\_\_\_\_  
DATE ISSUED \_\_\_\_\_  
DESCRIPTION OF PROBLEM AND CIRCUMSTANCES  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

To the best of my knowledge, the above statement is true and complete. I understand that a police investigation and report must be requested in the event of theft or vandalism.

\_\_\_\_\_  
Signature and Date

|

6

Technical Assistance Project:  
 Grant:  
 Period:  
 Prepared as of:

Line Item	Quantity/Unit	Rate	Subtotal	Total
<b>HOME OFFICE SUPPORT</b>				
<b>Salaries/Fringe Benefits</b>				
Program Director	1 /people 0 /hours	0	0	\$0
Program Officer	1 /people 0 /hours	0	0	
Program Assistant	1 /people 0 /hours	0	0	
Financial analyst	1 /people 0 /hours	0	0	
Project Accountant	1 /people 0 /hours	0	0	
Procurement & Contracting Officer	1 /people 0 /salaries	0	0	
<b>Travel</b>				
IFES/Program Staff	1 /people 0 /rtrips	0	0	0
Visas, Inoculations, Baggage	1 /people 0 /trip	0	0	
<b>Per Diem</b>				
IFES/Program Staff	1 /people 0 /days	0	0	0
<b>Other Direct Costs</b>				
Local Transportation	1 /unit 0 /months	0	0	0
Communications	1 /unit 0 /months	0	0	
Postage	1 /unit 0 /months	0	0	
Supplies	1 /unit 0 /months	0	0	
Bank Charges	1 /unit 0 /months	0	0	
Evaluation	1 /evaluat. 0 /unit	0	0	
Total Home Office Support			-----	0
<b>ON-SITE ACTIVITIES</b>				
<b>Consulting</b>				
Project Manager	1 /people 0 /days	0	0	0
Danger Pay/Project Manager	1 /people 0 /consult.	0	0	
<b>Consultants: (Election Experts)</b>				
Electoral Systems Expert	1 /people 0 /days	0	0	
Trainer	1 /people 0 /days	0	0	
Commodities System Consultant	1 /people 0 /days	0	0	
Danger pay/Consultants	3 /people 0 /days	0	0	
<b>Contracts</b>				
Administrative Assist.(Office Staff)	1 /People 0 /Months	0	0	0
Driver	1 /People 0 /Months	0	0	
<b>Travel/Airfare</b>				
				0

## Technical Assistance Project:

Grant:

Period:

Prepared as of:

Line Item	Quantity/Unit	Rate	Subtotal	Total
Project Manager	1 /People 0 /Rtrps.	0	0	
Consultants				
Electoral Systems Expert	1 /People 0 /Rtrps.	0	0	
Trainer	1 /People 0 /Rtrps.	0	0	
Commodities Systems Expert	1 /People 0 /Rtrps.	0	0	
Baggage/Project Manager	1 /people 0 /pounds	0	0	
Visas, Inoculations	4 /people 0 /trips	0	0	
Local Transportation				
DBA and SOS	1 /people 0 /trips	0	0	
Project Manager	1 /people 0 /months	0	0	
Consultants				
Electoral Systems Expert	1 /people 0 /days	0	0	
Trainer	1 /people 0 /days	0	0	
Commodities Systems Consultant	1 /people 0 /days	0	0	
Per diem				0
Project Manager/Consultants Wash.	1 /People 0 /Days	0	0	
Project Manager/Liberia	1 /People 0 /Days	0	0	
Consultants/Washington	3 /people 0 /days	0	0	
Consultants/Liberia				
Electoral System Expert	1 /people 0 /days	0	0	
Trainer	1 /people 0 /days	0	0	
Commodities Systems Consultant	1 /people 0 /days	0	0	
Training Materials				0
Elections Procedures Manual	1 /manuals 0 /unit	0	0	
Registration Center Indicators	1 /brochure 0 /unit	0	0	
Polling Place Indicators	1 /brochure 0 /unit	0	0	
Billboards Materials	1 /units 0 /unit	0	0	
Promotion Materials	1 /units 0 /unit	0	0	
Printing, Product., Programming Fees	1 /unit 0 /unit	0	0	
Training Session General Supplies	1 /seminar 0 /unit	0	0	
Commodities				0
Presidential Ballots	1 /unit 0 /unit	0	0	
Legislative Ballots	1 /unit 0 /unit	0	0	
Ballot Boxes	1 /unit 0 /unit	0	0	
Seals	1 /unit 0 /unit	0	0	
Indelible Ink	1 /bottles 0 /unit	0	0	
Voting Screens	1 /screens 0 /unit	0	0	
Developer	1 /unit 0 /unit	0	0	
Ink	1 /unit 0 /unit	0	0	
Rubber stamps	1 /unit 0 /unit	0	0	
Calculators	1 /unit 0 /unit	0	0	

Technical Assistance Project:  
 Grant:  
 Period:  
 Prepared as of:

Line Item	Quantity/Unit	Rate	Subtotal	Total
Typewriters	1 /unit	0 /unit	0	0
Laminating Machines	1 /unit	0 /unit	0	0
Fax Machine	1 /unit	0 /unit	0	0
Radio System	1 /unit	0 /unit	0	0
Cameras	1 /unit	0 /unit	0	0
Films	1 /unit	0 /unit	0	0
ETC.	1 /unit	0 /unit	0	0
Shipping	1 /commodit	0 /commodit	0	0
Other Direct Costs				0
Communications	1 /Months	0 /unit	0	0
Postage	1 /Months	0 /unit	0	0
Fuel (electricity generator)	1 /Months	0 /unit	0	0
Office Rent	1 /Months	0 /office	0	0
Office Supplies	1 /Months	0 /unit	0	0
Office Equipment Purchase	1	0	0	0
Desks				
Chairs				
Telephone				
Fax machine				
File cabinet				
Adding Machine				
Tables				
Purchase of Computer/Printer	1 /unit	0 /unit	0	0
Rent of laptops for Consultants	1 /units	0 /months	0	0
Bank Charges	1 /montns	0 /unit	0	0
Photocopies	1 /months	0 /unit	0	0
Airport and Freeport expediting	1 /unit	0 /unit	0	0
total On-Site Technical Assistance				0
Project Evaluation	1 /evaluat.	0 /unit	0	0
total Project Direct Costs				0
General and administrative Expenses (42%)				0
<b>Total Project Costs</b>				<b>\$0</b>

Financial Analyst Review: \_\_\_\_\_ Date: \_\_\_\_\_

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Technical Assistance Project:

Grant:

Period:

Prepared as of:

Line Item	Quantity/Unit	Rate	Subtotal	Total
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Program Officer Approval: \_\_\_\_\_ Date: \_\_\_\_\_

Program Director Approval: \_\_\_\_\_ Date: \_\_\_\_\_

Finance Director Approval: \_\_\_\_\_ Date: \_\_\_\_\_

Technical Assistance Project:  
 Grant:  
 Period:  
 Prepared as of:

Line Item	Quantity/Unit	Rate	Subtotal	Total
<b>HOME OFFICE SUPPORT</b>				
<b>Salaries/Fringe Benefits</b>				
Program Director	1 /people 0 /hours	0	0	\$0
Program Officer	1 /people 0 /hours	0	0	
Program Assistant	1 /people 0 /hours	0	0	
Financial analyst	1 /people 0 /hours	0	0	
Project Accountant	1 /people 0 /hours	0	0	
Procurement & Contracting Officer	1 /people 0 /salaries	0	0	
<b>Travel</b>				
IFES/Program Staff	1 /people 0 /rtrips	0	0	0
Visas, Inoculations, Baggage	1 /people 0 /trip	0	0	
<b>Per Diem</b>				
IFES/Program Staff	1 /people 0 /days	0	0	0
<b>Other Direct Costs</b>				
Local Transportation	1 /unit 0 /months	0	0	0
Communications	1 /unit 0 /months	0	0	
Postage	1 /unit 0 /months	0	0	
Supplies	1 /unit 0 /months	0	0	
Bank Charges	1 /unit 0 /months	0	0	
Evaluation	1 /evaluat. 0 /unit	0	0	
Total Home Office Support			-----	0
<b>ON-SITE ACTIVITIES</b>				
<b>Consulting</b>				
Project Manager	1 /people 0 /days	0	0	0
Danger Pay/Project Manager	1 /people 0 /consult.	0	0	
<b>Consultants: (Election Experts)</b>				
Electoral Systems Expert	1 /people 0 /days	0	0	
Trainer	1 /people 0 /days	0	0	
Commodities System Consultant	1 /people 0 /days	0	0	
Danger pay/Consultants	3 /people 0 /days	0	0	
<b>Contracts</b>				
Administrative Assist.(Office Staff)	1 /People 0 /Months	0	0	0
Driver	1 /People 0 /Months	0	0	
<b>Travel/Airfare</b>				
				0