



# Part 3

## **Election Cost Survey Results**

**By: Jeff Fischer**

## I. Survey Results

From December 19, 2003 to October 1, 2004, the organizers of the Cost of Registration and Elections (CORE) Project distributed a survey research questionnaire to election management bodies (EMBs) in 178 countries. The 2004 calendar year should be considered as the baseline year for any subsequent financial comparisons. A copy of the survey document is attached as Annex I. Survey responses were received from countries listed in Annex II. Thirty-five percent of the respondent EMBs were from Europe; 15 percent came from Africa/Near East; 21 percent from Asia/Pacific; and the remaining 29 percent came from the Americas.

This Survey Results Report has been written based on these preliminary survey responses. The report follows the outline of the survey questionnaire.

### Section 1 – Background on election management bodies (EMBs)

The objective of this section of the survey was to identify the profile of the respondent EMBs and ascertain if particular institutional characteristics have an impact on cost. These characteristics include permanence, relationship to government, centralization and mandate.

Eighty-seven percent of the responses received were from permanent EMBs. Of the remaining, four percent were semi-permanent and nine percent were non-permanent.

Three options were provided for the survey respondent to describe an EMB's relationship to the government. These definitions were framed in the predecessor study on EMBs conducted by Dr. Rafael López Pintor and published by UNDP, Electoral Management Bodies as Institutions of Governance (2000).

The three descriptive definitions of EMBs were:

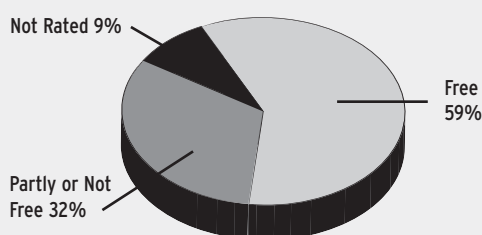
- Government administered: elections are managed entirely by the government;
- Government supervised: elections are managed by the government but also with the oversight of a collective body composed of judges and members of the legal profession, political party representatives or a mixture of both;
- Independent electoral commission: elections are managed by a commission that is independent of the executive and has full responsibility for the direction and management of elections.

The majority of the survey respondents were independent electoral commissions (71 percent). A close correlation was found between the permanence and the independence of the institution. All but two (Dominica and Iraq) of the responding independent electoral commissions were permanent in nature. The remaining responses were from government-supervised (9 percent), government-administered (6 percent) or other (15 percent) EMBs. Those EMBs listed as 'other' were exceptional because of autonomy, coordination role (Switzerland) or advisory mandate (United Kingdom). Fifty-three percent of the respondents were established in the last 20 years. Both emerging and established democracies were represented in the pool of respondents. One respondent

could be considered as representing a conflict or post-conflict electoral environment.

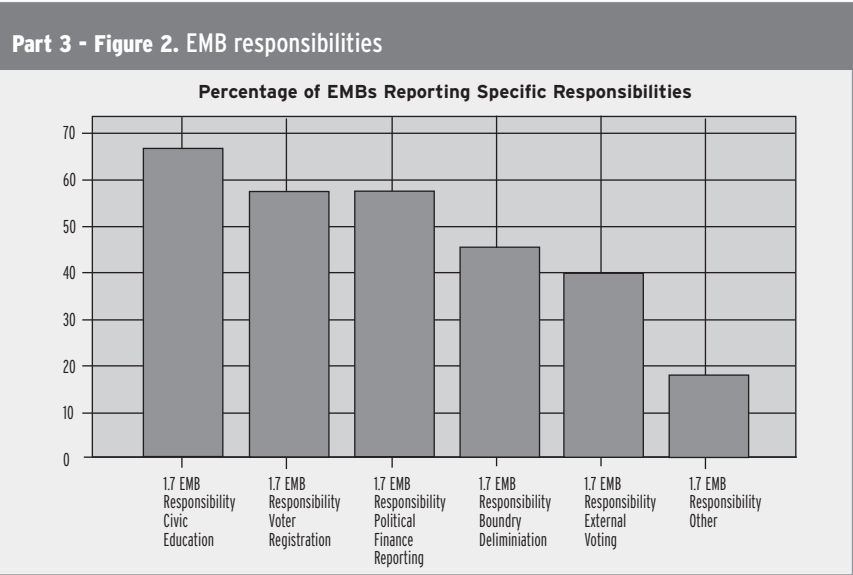
Fifty-nine percent of the respondents were from countries rated as free by Freedom House. Thirty-two percent of the respondents were rated as partly free or not free (Curacao and PNA are not included). The balance of the respondents was not rated. The 'free' rating coincided with the presence of independent and permanent electoral commissions in 65 percent of the cases. The balance of the 'free' cases was a mix of non-permanent and government-administered or supervised EMBs. However, it should also be noted that 82 percent of the countries in the 'partly free' or 'not free' categories reported having independent and permanent electoral commissions (Iraq does not have a permanent independent electoral commission, and Sri Lanka falls into the 'other' category).

**Part 3 - Figure 1. Political profile of sample countries**



Permanent headquarters staffing ranged from 1 (Kyrgyzstan) to 810 persons, serving registered voting populations that ranged from 54,000 to 153 million (Indonesia). Although defined in part by other delimitation or geographical features, half of the respondents indicated that there was some decentralization of responsibilities to local offices (this number is based on respondents with an independent electoral commission and sub-national offices). In other cases, local governments assumed local electoral responsibilities. The survey examined the number of poll workers engaged on Election Day; the total number of poll workers varied with the kind of polling station committee configuration employed, with a range from 600 (St. Lucia and Curacao) to 5 million (Indonesia) poll workers required for an election.

The survey also sought to identify the mandate of the EMB by defining its core responsibilities in addition to election administration. The additional responsibilities included voter registration, boundary delimitation, political finance, external voting and civic education. Of the surveyed EMBs, 56 percent reported voter registration as a core responsibility; 56 percent were responsible for political finance reporting; 44 percent were responsible for boundary delimitation; 38 percent reported responsibility for external voting; and 65 percent reported responsibility for civic education programming. Forty-one percent of the respondents had responsibility for four or more of these areas in addition to election operations.



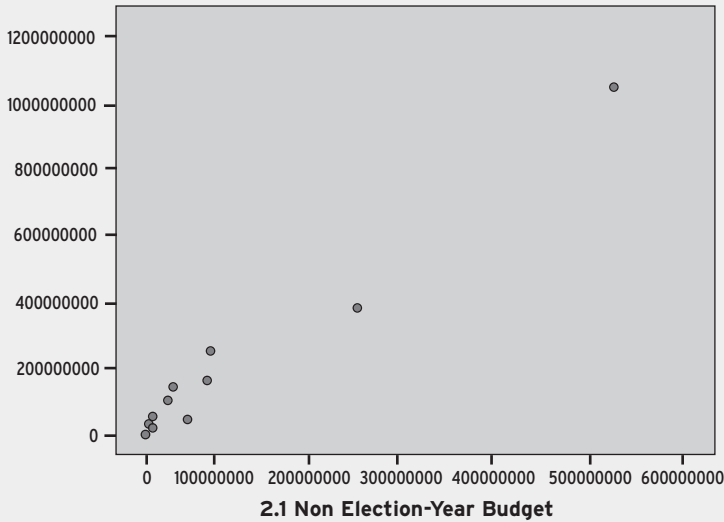
**Sections 2 (Budget), 3 (Procurement procedures) and 4 (General considerations)**

The budgets surveyed ranged from \$455,889 (Armenia) to \$1 billion (Mexico). The budgets can be organized into four ranges for analytical purposes: 1) under \$1 million; 2) \$1 to \$10 million; 3) \$10 million to \$99 million; and 4) \$100 million and above. Within these ranges, 18 percent of the respondents were in the first category; 18 percent in the second; 39 percent in the third; and 24 percent were over \$100 million.

Differences in election year costs versus annual operating costs were reported in 70 percent of the responses. Twelve percent of the responses reported no change in a non-election year; and in 18 percent of the cases, the data was not available. Non-election year budgets ranged from \$68,200 to \$485 million. In the survey results, three brackets of budget ranges have emerged: 1) under \$1 million; 2) \$1 to \$10 million; and 3) over \$10 million. Within these ranges, 33 percent were under \$1 million; 42 percent ranged from \$1 million to \$10 million; and 26 percent were over \$10 million.

The table on the next page indicates that no matter the difference between election-year and non-election year budgets, they tend to go up together, i.e. there is direct relationship between election-year and non-election year budgets.

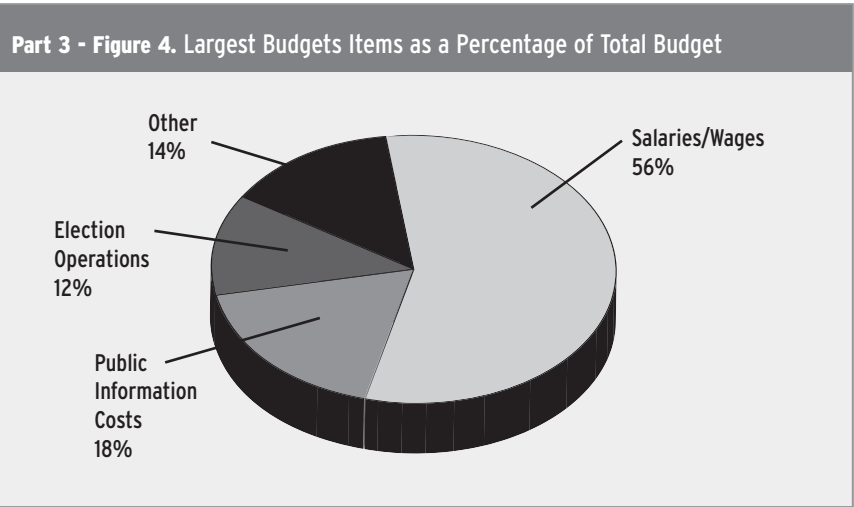
In 41 percent of the cases, the respondents reported a budget increase in the last five years. These increases ranged from 12.5 percent to 54 percent. In 18 percent of the cases, the budget experienced a decrease ranging from 5 percent to 22 percent. The balance of the cases had no response, reported no change, thus indicating that it was inflation dependent or was on a multi-year budget cycle. Only Australia reported a multi-year cycle, while all other EMBs reported an annual budget cycle. Thirty-two

**Part 3 - Figure 3. Relationship between Election -Year and Non-Election Year Budgets**

ing and other. Of those reporting it as an expense, election operations consumed an average of 47.61 percent of budgets, with a range from 0 percent to 100 percent. Voter education consumed an average of 14.11 percent of the total budget with a range of 0 to 70 percent. Voter registration consumed an average of 15.7 percent of the budget with a range of 0 percent to 60 percent. Training was the smallest category, with an average of 4.98 percent of budget devoted to it. The range of training budget percentages was from 0 to 14 percent.

When asked to list the largest line item in their budget, 56 percent cited salaries, wages or professional services. The balance of the respondents cited postage, printing and public information campaigns as the largest line items (18 percent postage, printing and public info campaigns; 12 percent election operations, voter education, postal voting; 12 percent other; 6 percent not listed). In 33 percent of the responses, salaries, wages and professional services were also cited as the budget line items of greatest growth. The balance of the expense increases included election operations, political finance, voter education, public relations and postal voting. Operational expenses appeared to be stabilized in many jurisdictions, with 45 percent of respondents indicating that these kinds of costs (supplies, transport, office equipment and services) were constant. This was followed by training (9 percent) and other smaller expenses. Twenty-one percent of the respondents stated that there had been no cost reductions. Another 6 percent of respondents described reductions that occurred as a result of management actions such as reductions in staff or facility use (30 percent cited other: telecommunications, voter education, printing, polling stations, social insurance payments, capital goods and transportation). Covering costs overruns was not cited as a concern by any respondent.

The survey also sought to explore the contributions of other agencies to the overall funding of electoral events. These contributions include services for voter registration, security, communications, facilities and education. Supporting agency contributions and other partnerships are shown below.



**Part 3. Figure 5. Percentage of EMBs Using a Support Agency or Service**

Support agency or service	% EMBs using agency or partner
<b>State agencies</b>	
State radio and television	71%
Local government	68%
State post office	68%
Police	65%
State telecommunications	61%
Civil registry	56%
Education Ministry	42%
Military	32%
National Statistics Office	36%
<b>Other partners</b>	
Partnerships with civil society organizations	63%
Resource sharing with other EMBs	42%
No-cost public service announcements	41%
Private sector—in kind	10%

## II. CORE diagnostic tools and analysis

Using this survey data, the CORE Project explored the development of financial diagnostic tools and methods of financial analysis of specific interest to EMBs. Such a package of indicators must have sufficient relevance for self-measurement, as well as for cross-regional, cross-profile and global comparisons.

Using this survey data, descriptive and numerical measures can be constructed to assess the cost quotients for EMBs. This methodology overlays EMB profile variables against a set of numerical indicators. The five profile variables are: 1) relationship to government, 2) permanence, 3) centralization, 4) mandate and 5) number of registered voters. The numerical indicators—or election cost/profile ratios—blend the profile variables with financial and operational data. The four election cost/profile ratios developed for this survey analysis are: 1) headquarters staff to registered voters; 2) poll workers to registered voters; 3) budget to registered voters; and 4) capitalization indicator.

In jurisdictions with one million voters or more, the ratio of registered voters to headquarters staff ranged from a low of 15,285 voters to 1 (Palestinian Territories) to a high of 1,056,996 voters to 1 (Finland). Although the average ratio was 260,742 to 1, this measure is not particularly meaningful. In general, the higher the ratio the fewer the number of headquarters staff required to service the registered voting population within the specific mandate given to them. This ratio assumes that the headquarters staff measured are considered permanent in nature. For purposes of analysis, the ratios can be classified into three categories: 1) under one million voters, 2) 1 million to 20 million voters and 3) over 20 million voters.

The first category is consistently among the lowest ratios (highest relative number of headquarters staff), with an average of 5,712 to 1. This may suggest that small, permanent election operations must maintain a certain threshold of ongoing capacity to perform responsibilities. Small jurisdictions may be examples of institutional permanence leading to higher relative costs. The one jurisdiction in this size category that is not a permanent body has a ratio of 15,000 to 1. For the second category of EMBs (1 million to 20 million voters), the ratio jumps to 336,019 to 1 on average (eliminating the highest and lowest brings the average to 277,022 to 1). Fifty-six percent of the respondents are included in this second category. The third category (20 million and above) includes 33 percent of the respondents, with an average of 267,301 to 1. The correlation of rising ratios to increased voting populations may be an indicator of the central economies of scale that can be achieved in larger jurisdictions. Comparing the headquarters ratios with the mandate, of the 42 percent of respondents with four or more of the core responsibilities (the United Kingdom was not included in this calculation because of its advisory nature), the average ratio is 93,203. However, for those EMBs with only two core responsibilities (with Poland and Portugal excluded from the calculation), the average drops to 338,006. These numbers may suggest that there is cost advantage in giving EMBs a full portfolio of electoral responsibilities.

The ratio of registered voters to poll workers is an indicator of the staff cost for Election Day voting operations. The higher the ratio, the lower the number of poll workers required to conduct the voting. However, the number of poll workers is affected by the station committee configuration required by law and the urban/rural mix of polling stations.

The EMBs surveyed range from 29 voters per worker as a low figure to 1,146 voters per worker as a high figure. Fifty-two percent of the respondents have a registered voter to poll worker ratio in the range of 100 to 200. These respondents represent registration bases ranging from 109,672 to 71.9 million voters. As a result, the size of the jurisdiction may not be a factor in relative staffing requirements. One respondent posted a ratio of over 1,100 voters per poll worker. This was the case of a developing democracy, and this high ratio may signal that the polling stations are understaffed. Of the lowest bracket (highest relative number of poll workers), the ratios range from 29 voters to 99 voters. These respondents represent registration bases from 54,000 to 153.3 million voters. Once again, the size of the jurisdiction does not appear to be a factor. However, of this final bracket, it is worthy to note the case of Peru for costs purposes. Its ratio is 51 voters per poll worker (the third lowest in the survey—highest relative poll worker presence). Poll workers are drawn from the voter registry of the polling stations and are unpaid. Peru's polling stations are among the most generously staffed in the survey, and there is no staffing cost associated with it. An examination of the committee configuration and procedures can also be a cost-reducing measure. If the EMB could organize the polling station to employ even one fewer worker, the result would be a beneficial financial multiplier.

The overall average ratio of election budgets to registered voters in the survey was \$5.08. However, in order to provide some comparative insight, the ratio should be classified into three cost categories: 1) under \$1 per registered voter; 2) \$1 to \$5 per registered voter; and 3) over \$5 per registered voter.



Ratios of under \$1 per registered voter must be examined as exceptional in nature. The average ratio in this category is \$0.44 per registered voter. These jurisdictions ranged in registration from 2.3 million to 71.9 million voters. Some respondents in this category reported receiving bilateral and international electoral assistance that is not reflected in the budget figure. In the other cases, the permanent and in most cases independent EMB did not have responsibility for voter registration and held no more than two of the additional core responsibilities surveyed. As a result, costs comparisons with EMBs having a broader mandate must be approached in a different fashion.

The mid-range and realistic target ratios come within the \$1 to \$5 category; 44 percent of the respondents were in this category. The registrations from this category ranged from 60,000 to 153.3 million. The ratios ranged from \$1.03 to \$4.71, with the overall average ratio for this category at \$2.43. However, if the average is adjusted by removing an advisory EMB from the calculation, the average ratio becomes \$2.53.

The third category of ratios involves those that exceed \$5 per registered voter. Thirty-four percent of the respondents fell under this category; the range survey was \$5.40 to \$26.79 per voter. Registration in these jurisdictions ranged from 54,000 to 64.7 million. As was the case with those ratios under \$1, ratios exceeding \$5 require examination.

The EMB operating costs drops dramatically in nearly every case when election year and non-election year budgets are compared. From the perspective of the budget/voter ratio, the average declines to \$1.11 per voter in non-election years (dropping exceptional cases that show the same budget figures for both election and non-election year and for one small jurisdiction with an unusually high ratio). In this survey group, the range was \$0.03 to \$8.02. Jurisdictions under one million voters experienced the highest non-election year ratios, but these ratios were still half the size of those from the election year budget.

The capitalization indicator is a quick financial assessment of institutional capacity based on investment in non-election year administration. This indicator is measured by the non-election year budget and is especially relevant for developing democracies and smaller jurisdictions. In the cases surveyed, 52 percent of the respondents to this question represent democracies established or re-established within the last 15 years. Among the EMBs in these nations, the average non-election budget per registered voter is \$1.02 for a voter registration range of 1.07 million to 153.3 million. By comparison, in established democracies in the sample, the number of registered voters ranges from 54,000 to 71.9 million voters, and the average non-election year budget per registered voter in these countries is \$2.42. This measurement can also take the form of an operational budget to registered voter ratio; if the ratios fall below a certain threshold, it may be indication of a capacity gap in operations and administration.

### III. Comparative analysis of 2000 study

In 2000, UNDP published *Electoral Management Bodies as Institutions of Governance* by Dr. Rafael López Pintor. In his book, Dr. López Pintor presents a survey and analysis of election costs along with profiles of EMBs with different cost equations.

The 2000 study, involving EMBs from 52 countries, examined elections that had been held from 1993 through 1997. In the study, there are several points of analysis concerning what those cost figures reveal. The report concluded that previous experience in conducting multi-party elections tends to reduce costs. In addition, the critical cost-reduction factor is the permanence of the EMB, regardless of whether the EMB is independent or government supervised/administered. Consolidating a professional management body is a long-term cost-reducing management approach. In this category, the benchmark cost is \$3 per registered voter. However, the report points out the costs disparities among different kinds of electoral events—those that are routine as described above, those held in transitional democracies and those held as part of a peacekeeping operation. The results of the 2004 survey seem to confirm these assertions.

Nevertheless, a side-by-side comparison of the two surveys provokes questions in several specific cases.

Part 3. - Table 1. Electoral budget and registered voters in Australia in 1996 and 2004.		
Australia	1996	2004
Budget	A\$37 million	A\$115 million
Number of registered voters	11.9 million	12.6 million
Cost per voter	A\$3.20	A\$9.30

Australia

In Australia, the EMB's reported budget increased between the 2000 study and the 2004 survey. From the 2004 figures, it is necessary to extract the net election costs for a comparable figure; that cost figure was A\$70 million (US\$52 million). In 2001, the net election cost was A\$67.3 million. The latter figure translates into an average cost per registered voter of US\$3.83.

Burkina Faso

In Burkina Faso, there is likely more than one reason for the reported budget increase between the 2000 study and the 2004 survey. A new electoral commission was established in 2001, and these costs may represent development and investment costs for the EMB. The election of 1997 may have also benefited from international and bilateral assistance that is not reflected in the budget figure. Moreover, voter registration figures have a history of oscillation in Burkina Faso. Reported registration figures since 1970 are shown below:

- 1978: 2.8 million
- 1992: 3.7 million
- 1997: 4.9 million
- 2004: 2.9 million

**Part 3. - Table 2.** Electoral budget and registered voters in Burkina Faso in 1997 and 2004.

<b>Burkina Faso</b>	<b>1997</b>	<b>2004</b>
Budget	\$4.8 million	\$12.4 million
Number of registered voters	4.9 million	2.9 million
Cost per voter	\$1	\$4.27

## Palestinian Territories

Similarly, the reported budget increase between 1996 and 2004 for the Palestinian Central Election Commission is likely to have several reasons. These include:

- For 2004, the budget contained a number of costs that were the responsibility of other agencies in 1996, or had simply not been part of the process.
- The number of professional staff at the electoral commission headquarters was increased to enhance the commission's administrative capacity.
- The commission was compelled to rent space in a number of facilities, a cost that was covered by other Palestinian Authority agencies in 1996.
- The 2004 budget included an exhibition and challenge period for the voter registration process, which was absent from the 1996 process.

The voter-education campaign budget was also substantial in 2004. Furthermore, there was more international and bilateral technical assistance in 1996 than was reflected in the 2004 budget.

**Part 3. - Table 1.** Electoral budget and registered voters in Palestinian Territories in 1996 and 2004.

<b>Palestinian Territories</b>	<b>1996</b>	<b>2004</b>
Budget	\$9 million	\$15 million
Number of registered voters	1 million	1 million
Cost per voter	\$9	\$15

## Spain

Spain's EMB also reported a budget increase from the 2000 study to the 2004 survey. The principal cause for the differences between the 1996 and 2004 election budgets is that the 1996 figure only included voting for the parliamentary election of that year, while the 2004 figures included two elections (Spanish Parliament in March and European Parliament in June). The reported election cost is the annual election cost for both events, 120 million euros (\$145 million). In order to obtain a comparable

budget example, the annual figure should be divided in half. Using this arithmetic, a single election cost about \$70 million, with the budget-to-registered voter ratio remaining at \$2.04.

Part 3. - Table 4. Electoral budget and registered voters in Spain in 1996 and 2004.		
Spain	1996	2004
Budget	\$66 million	\$141 million
Number of registered voters	31.4 million	34.5 million
Cost per voter	\$2.10	\$4.08

Switzerland

In Switzerland, meanwhile, the EMB's budget was higher in the 2000 study than in the 2004 survey. The \$25.1 million figure for 1995 is assumed to have included campaign and political party expenses. The respondents report that the national budget for elections has remained constant for last nine years at about 5 million Swiss francs (\$3.9 million).

Part 3. - Table 5. Electoral budget and registered voters in Switzerland in 1995 and 2004.		
Switzerland	1995	2004
Budget	\$25.1 million	\$3.8 million
Number of registered voters	4.6 Million	4.8 Million
Cost per voter	\$5.40	\$0.81

## Part 3 - Attachment I. Survey questionnaire

**Cost of Registration and Election (CORE) Project**

1114 14th Street, NW, Third Floor • Washington, DC 20005, USA  
Tel: (202) 328-3800 ext. 1 Fax: (202) 328-42-0094

**Cost of Registration and Election Questionnaire**

This questionnaire can be completed electronically and sent to Jeff Fisher at [Jeff.Fisher@IFES.org](mailto:Jeff.Fisher@IFES.org). The questionnaire can also be completed on paper and mailed to Jeff Fisher at the number (202) 328-3800. Impact number: 22. Your submission can pay your travel fee.

**Respondent**

Name: \_\_\_\_\_ Telephone: \_\_\_\_\_  
 Organization: \_\_\_\_\_ Position: \_\_\_\_\_  
 Address: \_\_\_\_\_ Email: \_\_\_\_\_  
 Website: \_\_\_\_\_  
 Date: \_\_\_\_\_

**Introduction**

This questionnaire considers the components of public election systems in different countries and will be submitted as a study of the United Nations Development Programme (UNDP). (1) Participation in Election Management Bodies, (2) Systems, (3) Financing, (4) Results, (5) Electoral Administration.

**Section 1: Background (as your Election Management Body uses)**

1.1 Type of EMB:  
☐ Permanent  
☐ Semi-Permanent  
☐ Non-Permanent  
☐ Other: \_\_\_\_\_

1.2 Please describe your election management structure:  
☐ Government Administration: Elections are managed entirely by the government.  
☐ Government-Sponsored: Elections are managed by the government but also with the oversight of a collective body of composed of judges and members of the legal profession, judicial party representatives, or a mixture of both.  
☐ Independent Election Commission: Elections are managed by a commission that is independent of the executive and has full responsibility for the election and management of elections.  
☐ Other: \_\_\_\_\_

1.3 What is your total staffing?  
 Headquarter: \_\_\_\_\_  
 Local Office: \_\_\_\_\_  
 Regional: \_\_\_\_\_  
 Field: \_\_\_\_\_

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1.4 In the case of assistance of an independent Election Commission, how many sub-national offices does it have? \_\_\_\_\_

1.5 In which year was the current election administration structure established? \_\_\_\_\_

1.6 How many voters were registered in your country for the last election? \_\_\_\_\_

1.7 What are your EMB's main responsibilities for the following activities?  
☐ Voter Registration  
☐ If not, which agency and with which budget?  
☐ Security Enforcement  
☐ If not, which agency and with which budget?  
☐ Political Process Regulation  
☐ If not, which agency and with which budget?  
☐ Electoral Voting  
☐ If not, which agency and with which budget?  
☐ Civic Education  
☐ If not, which agency and with which budget?  
☐ Other: \_\_\_\_\_

1.8 Can an equalization fund of your EMB be elected to the money? No ☐ Yes ☐

**Section 2: Background to last budget**

2.1 What is your annual budget - in local currency - during an election year (please specify year) and what is your without election year?  
 Election Year: \_\_\_\_\_  
 Non-election Year: \_\_\_\_\_

2.2 What is the total national budget for the government? \_\_\_\_\_

2.3 What is your annual budget presented and how is it approved (by whom)? \_\_\_\_\_

2.4 Can you attach a budget brochure to this survey? Yes ☐ No ☐

2.5 Are your accounting procedures prescribed by government standards and guidelines? Yes ☐ No ☐

2.6 Who develops the budgets for sub-national offices?  
☐ Central Office  
☐ Sub-National  
☐ Other: \_\_\_\_\_

2.7 Who audits your budgets and how often?  
 Agency: \_\_\_\_\_  
 Audit Cycle: \_\_\_\_\_

2.8 What percentage increases or decreases has your total budget experienced over the last five years? (Please refer to both Pre-budget for current operations and for specific election operations.)  
 % Increase: \_\_\_\_\_  
 % Decrease: \_\_\_\_\_

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## Part 3 - Attachment I. Survey questionnaire

2.9 What is your target single line item in your election year budget?  
 \_\_\_\_\_

2.10 Which percentage of the total election budget is taken by:  
 Voter Registration: \_\_\_\_\_ %  
 Election Operations (including: security, transportation): \_\_\_\_\_ %  
 Voter Education (including: TV, communication): \_\_\_\_\_ %  
 Training: \_\_\_\_\_ %

2.11 What department within your EMB develops the budget?  
☐ Director ☐ Finance ☐ Other: \_\_\_\_\_

2.12 What election expense has shown the largest actual increase over the last five years?  
 \_\_\_\_\_

2.13 What election expense has remained relatively constant over the last five years?  
 \_\_\_\_\_

2.14 What election expense has been reduced most significantly over the last five years?  
 \_\_\_\_\_

2.15 How are total overruns covered?  
 \_\_\_\_\_

2.16 Does your election budget increase without having from institutional or external sources?  
 Yes ☐ No ☐  
 If yes, which the additional amount of the additional resources for:  
☐ Community assistance  
☐ Voter education  
☐ Post election training  
☐ Program or general administrative assistance

2.17 Does your EMB contribute or use services from other public agencies such as: (Please check below):  
☐ Civil Registry  
☐ Election Commission  
☐ Local government  
☐ Police  
☐ Military  
☐ National Electoral Office  
☐ State of Public Post Office  
☐ State or Public Telecommunication Company  
☐ State Radio and Television  
☐ Other: \_\_\_\_\_

2.18 Does your electoral process receive any financial contribution from the private sector? Yes ☐ No ☐  
 If yes, what is the value and nature of the contribution?  
 \_\_\_\_\_

2.19 Does the private sector receive permits public service announcement time for you to conduct voter education?  
 Yes ☐ No ☐  
 If yes, what is a financial value to that broadcast time?  
 \_\_\_\_\_

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**Section 3: Procurement Procedures**

3.1 Are the rules of procurement prescribed by the government policies and guidelines, or are they prescribed by your EMB?  
☐ Government Policies ☐ EMB Policies

3.2 How is your inventory of stored supplies stocked and accounted for?  
 \_\_\_\_\_

**Section 4: General Considerations**

4.1 Does your EMB participate in any resource sharing activities with other national EMBs?  
 Yes ☐ No ☐  
 If yes, please describe:  
 \_\_\_\_\_

4.2 Does your EMB handle any cash transactions?  
 Yes ☐ No ☐  
 If so, please describe:  
 \_\_\_\_\_

4.3 Have you integrated or plan to integrate any new election technologies in a near and mid-term future?  
 Yes ☐ No ☐  
 If yes, please describe:  
 \_\_\_\_\_

4.4 Does your EMB have partnerships with civil society organizations to disseminate voter education propaganda? Yes ☐ No ☐  
 If yes, please describe:  
 \_\_\_\_\_

Thank you for taking the time to complete this questionnaire.

Jeff Fisher  
 Senior Advisor, Elections and Governance  
 IFES

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Part 3. - Attachment II. Survey respondents		
Europe	Africa/Near East	Americas
Armenia - Central Election Commission	Burkina Faso - Independent Electoral Commission	Canada - Chief Electoral Officer
Austria - Ministry of Interior	Iraq - Independent Electoral Commission	Curacao - Chief Electoral Officer
Finland - Ministry of Justice	Kenya - Electoral Commission	Dominica - Chief Electoral Officer
Italy - Ministry of Interior	Lesotho - Independent Election Commission	Guatemala - Supreme Electoral Tribunal
Latvia - Central Election Committee	Sri Lanka - Department of Elections	Honduras - Supreme Electoral Tribunal
Lithuania - Central Electoral Committee	Palestinian Territories - Central Election Commission	Jamaica - Electoral Office
Poland - National Election Office	Asia	Mexico - Federal Electoral Institute
Portugal - National Elections Commission	Australia - Australian Electoral Commission	Peru - Jurado Nacional
Spain - Ministry of Interior	Cambodia - National Election Committee	Peru - ONPE
Switzerland - Federal Chancellery	Indonesia - National Election Commission	St. Lucia - Electoral Department
United Kingdom - Election Commission	Kyrgyzstan - Central Election Committee	United States Virgin Islands - Supervisor of Elections
	Pakistan - Election Commission	
	Philippines - Commission on Elections	
	Thailand - Election Commission	

**Part 3 - Attachment III Survey data analysis****1.1 Type of EMB**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Permanent	28	82.4	87.5	87.5
	Semi-Permanent	1	2.9	3.1	90.6
	Not Permanent	2	5.9	6.3	96.9
	Other	1	2.9	3.1	100.0
	Total	32	94.1	100.0	
Missing	System	2	5.9		
Total		34	100.0		

**1.2 Please describe your election management structure.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Government Administered	2	5.9	5.9	5.9
	Government Supervised	3	8.8	8.8	14.7
	Independent	24	70.6	70.6	85.3
	Other	5	14.7	14.7	100.0
	Total	34	100.0	100.0	

## 1.3 What is your total staffing: Headquarter staff?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	2.9	3.4	3.4
	4	2	5.9	6.9	10.3
	5	1	2.9	3.4	13.8
	8	1	2.9	3.4	17.2
	11	2	5.9	6.9	24.1
	14	1	2.9	3.4	27.6
	18	1	2.9	3.4	31.0
	26	1	2.9	3.4	34.5
	30	1	2.9	3.4	37.9
	38	1	2.9	3.4	41.4
	50	2	5.9	6.9	48.3
	70	1	2.9	3.4	51.7
	75	1	2.9	3.4	55.2
	76	1	2.9	3.4	58.6
	119	1	2.9	3.4	62.1
	125	1	2.9	3.4	65.5
	135	1	2.9	3.4	69.0
	170	1	2.9	3.4	72.4
	200	3	8.8	10.3	82.8
	280	1	2.9	3.4	86.2
	330	1	2.9	3.4	89.7
	496	1	2.9	3.4	93.1
	810	1	2.9	3.4	96.6
	1610	1	2.9	3.4	100.0
	Total	29	85.3	100.0	
Missing	System	5	14.7		
Total		34	100.0		



## 1.3 What is your total staffing: Local staff?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	3	8.8	15.0	15.0
	8	1	2.9	5.0	20.0
	12	1	2.9	5.0	25.0
	60	1	2.9	5.0	30.0
	151	1	2.9	5.0	35.0
	239	1	2.9	5.0	40.0
	250	1	2.9	5.0	45.0
	252	1	2.9	5.0	50.0
	301	1	2.9	5.0	55.0
	351	1	2.9	5.0	60.0
	464	1	2.9	5.0	65.0
	504	1	2.9	5.0	70.0
	800	1	2.9	5.0	75.0
	1314	1	2.9	5.0	80.0
	3160	1	2.9	5.0	85.0
	6000	1	2.9	5.0	90.0
	40000	1	2.9	5.0	95.0
	486474	1	2.9	5.0	100.0
	Total	20	58.8	100.0	
Missing	System	14	41.2		
Total		34	100.0		

## 1.3 What is your total staffing: Registrars?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	2	5.9	16.7	16.7
	11	1	2.9	8.3	25.0
	17	1	2.9	8.3	33.3
	22	1	2.9	8.3	41.7
	75	1	2.9	8.3	50.0
	129	1	2.9	8.3	58.3
	150	1	2.9	8.3	66.7
	162	1	2.9	8.3	75.0
	375	1	2.9	8.3	83.3
	3000	1	2.9	8.3	91.7
	6600	1	2.9	8.3	100.0
	Total	12	35.3	100.0	
Missing	System	22	64.7		
Total		34	100.0		

1.3 What is your total staffing: Pollworkers?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	1	2.9	4.2	4.2
	600	2	5.9	8.3	12.5
	700	1	2.9	4.2	16.7
	2200	1	2.9	4.2	20.8
	13000	1	2.9	4.2	25.0
	16965	1	2.9	4.2	29.2
	17500	1	2.9	4.2	33.3
	20000	1	2.9	4.2	37.5
	50000	1	2.9	4.2	41.7
	64130	1	2.9	4.2	45.8
	65000	1	2.9	4.2	50.0
	100000	1	2.9	4.2	54.2
	110000	1	2.9	4.2	58.3
	150000	2	5.9	8.3	66.7
	260000	2	5.9	8.3	75.0
	300000	1	2.9	4.2	79.2
	366000	1	2.9	4.2	83.3
	555036	1	2.9	4.2	87.5
	800000	1	2.9	4.2	91.7
	850000	1	2.9	4.2	95.8
	5221530	1	2.9	4.2	100.0
	Total	24	70.6	100.0	
Missing	System	10	29.4		
Total		34	100.0		

**1.4 (In the case of existence of an Independent Electoral Commission) How many sub-national offices are there?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	5	14.7	21.7	21.7
	3	1	2.9	4.3	26.1
	16	1	2.9	4.3	30.4
	17	1	2.9	4.3	34.8
	22	1	2.9	4.3	39.1
	24	1	2.9	4.3	43.5
	56	1	2.9	4.3	47.8
	65	1	2.9	4.3	52.2
	71	1	2.9	4.3	56.5
	76	1	2.9	4.3	60.9
	157	1	2.9	4.3	65.2
	164	1	2.9	4.3	69.6
	300	1	2.9	4.3	73.9
	316	1	2.9	4.3	78.3
	353	1	2.9	4.3	82.6
	450	1	2.9	4.3	87.0
	469	1	2.9	4.3	91.3
	573	1	2.9	4.3	95.7
	2283	1	2.9	4.3	100.0
	Total	23	67.6	100.0	
Missing	System	11	32.4		
Total		34	100.0		

1.5 In which year was the current election administration structure established?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1848	1	2.9	3.2	3.2
	1920	2	5.9	6.5	9.7
	1940	1	2.9	3.2	12.9
	1946	1	2.9	3.2	16.1
	1948	1	2.9	3.2	19.4
	1955	1	2.9	3.2	22.6
	1963	1	2.9	3.2	25.8
	1973	1	2.9	3.2	29.0
	1975	1	2.9	3.2	32.3
	1977	1	2.9	3.2	35.5
	1978	1	2.9	3.2	38.7
	1979	1	2.9	3.2	41.9
	1984	1	2.9	3.2	45.2
	1985	1	2.9	3.2	48.4
	1990	1	2.9	3.2	51.6
	1991	1	2.9	3.2	54.8
	1992	2	5.9	6.5	61.3
	1997	2	5.9	6.5	67.7
	1998	1	2.9	3.2	71.0
	2000	1	2.9	3.2	74.2
	2001	2	5.9	6.5	80.6
	2002	3	8.8	9.7	90.3
	2003	1	2.9	3.2	93.5
	2004	2	5.9	6.5	100.0
	Total	31	91.2	100.0	
Missing	System	3	8.8		
Total		34	100.0		

## 1.6 How many voters were registered in your country for the last election?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	54000	1	2.9	3.0	3.0
	60266	1	2.9	3.0	6.1
	109672	1	2.9	3.0	9.1
	119844	1	2.9	3.0	12.1
	1070000	1	2.9	3.0	15.2
	1400000	1	2.9	3.0	18.2
	2340744	1	2.9	3.0	21.2
	2521079	1	2.9	3.0	24.2
	2600000	1	2.9	3.0	27.3
	2935285	1	2.9	3.0	30.3
	3200000	1	2.9	3.0	33.3
	3437454	1	2.9	3.0	36.4
	4227987	1	2.9	3.0	39.4
	4781887	1	2.9	3.0	42.4
	5073290	1	2.9	3.0	45.5
	5912592	1	2.9	3.0	48.5
	6341834	1	2.9	3.0	51.5
	8902713	1	2.9	3.0	54.5
	10500000	1	2.9	3.0	57.6
	12626631	1	2.9	3.0	60.6
	12899032	1	2.9	3.0	63.6
	14000000	1	2.9	3.0	66.7
	15298237	1	2.9	3.0	69.7
	20452473	1	2.9	3.0	72.7
	29364455	1	2.9	3.0	75.8
	34557370	1	2.9	3.0	78.8
	42759001	1	2.9	3.0	81.8
	43500000	1	2.9	3.0	84.8
	44000000	1	2.9	3.0	87.9
	50000000	1	2.9	3.0	90.9
	64710596	1	2.9	3.0	93.9
	71905435	1	2.9	3.0	97.0
	153357307	1	2.9	3.0	100.0
	Total	33	97.1	100.0	
Missing	System	1	2.9		
Total		34	100.0		

1.7 Does your EMB have responsibility for the following activities: Voter registration

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	19	55.9	57.6	57.6
	No	14	41.2	42.4	100.0
	Total	33	97.1	100.0	
Missing	System	1	2.9		
Total		34	100.0		

1.7 Does your EMB have responsibility for the following activities:  
Boundary Delimitation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	15	44.1	45.5	45.5
	No	18	52.9	54.5	100.0
	Total	33	97.1	100.0	
Missing	System	1	2.9		
Total		34	100.0		

## 1.7 Does your EMB have responsibility for the following activities:

## Political Finance Reporting

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	15	44.1	45.5	45.5
	No	18	52.9	54.5	100.0
	Total	33	97.1	100.0	
Missing	System	1	2.9		
Total		34	100.0		

## 1.7 Does your EMB have responsibility for the following activities:

## External Voting

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	13	38.2	39.4	39.4
	No	20	58.8	60.6	100.0
	Total	33	97.1	100.0	
Missing	System	1	2.9		
Total		34	100.0		

EY Budget Year of Election					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2000	1	2.9	4.3	4.3
	2001	3	8.8	13.0	17.4
	2002	2	5.9	8.7	26.1
	2003	6	17.6	26.1	52.2
	2004	10	29.4	43.5	95.7
	2005	1	2.9	4.3	100.0
	Total	23	67.6	100.0	
Missing	System	11	32.4		
Total		34	100.0		

1.7 Does your EMB have responsibility for the following activities:  
Civic Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	22	64.7	66.7	66.7
	No	11	32.4	33.3	100.0
	Total	33	97.1	100.0	
Missing	System	1	2.9		
Total		34	100.0		

1.7 Does your EMB have responsibility for the following activities: Other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	6	17.6	18.2	18.2
	No	27	79.4	81.8	100.0
	Total	33	97.1	100.0	
Missing	System	1	2.9		
Total		34	100.0		



## 2.1 What is your annual budget—in local currency—during an election year (please specify year) and during a year without an election: Election-Year Budget?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	61810	1	2.9	3.1	3.1
	68200	1	2.9	3.1	6.3
	439033	1	2.9	3.1	9.4
	508906	1	2.9	3.1	12.5
	683333	1	2.9	3.1	15.6
	900000	1	2.9	3.1	18.8
	1291490	1	2.9	3.1	21.9
	2795387	1	2.9	3.1	25.0
	3984381	1	2.9	3.1	28.1
	8389713	1	2.9	3.1	31.3
	8909600	1	2.9	3.1	34.4
	9525303	1	2.9	3.1	37.5
	10292795	1	2.9	3.1	40.6
	10397293	1	2.9	3.1	43.8
	14247600	1	2.9	3.1	46.9
	15000000	1	2.9	3.1	50.0
	18552151	1	2.9	3.1	53.1
	18552876	1	2.9	3.1	56.3
	19158435	1	2.9	3.1	59.4
	23870064	1	2.9	3.1	62.5
	35268160	1	2.9	3.1	65.6
	45500000	1	2.9	3.1	68.8
	58264725	1	2.9	3.1	71.9
	59116582	1	2.9	3.1	75.0
	104606635	1	2.9	3.1	78.1
	147733062	1	2.9	3.1	81.3
	165000000	1	2.9	3.1	84.4
	253803265	1	2.9	3.1	87.5
	367160000	1	2.9	3.1	90.6
	375000000	1	2.9	3.1	93.8
	388600000	1	2.9	3.1	96.9
	1053913374	1	2.9	3.1	100.0
	Total	32	94.1	100.0	
Missing	System	2	5.9		
Total		34	100.0		

2.1 What is your annual budget—in local currency—during an election year (please specify year) and during a year without an election: Non Election-Year Budget?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	2	5.9	6.9	6.9
	26535	1	2.9	3.4	10.3
	68200	1	2.9	3.4	13.8
	124768	1	2.9	3.4	17.2
	299402	1	2.9	3.4	20.7
	344465	1	2.9	3.4	24.1
	356190	1	2.9	3.4	27.6
	680518	1	2.9	3.4	31.0
	900000	1	2.9	3.4	34.5
	1291490	1	2.9	3.4	37.9
	1299091	1	2.9	3.4	41.4
	1693000	1	2.9	3.4	44.8
	2173550	1	2.9	3.4	48.3
	3238500	1	2.9	3.4	51.7
	3389378	1	2.9	3.4	55.2
	3984381	1	2.9	3.4	58.6
	5781358	1	2.9	3.4	62.1
	5838337	1	2.9	3.4	65.5
	7951232	1	2.9	3.4	69.0
	8470756	1	2.9	3.4	72.4
	9210731	1	2.9	3.4	75.9
	23634339	1	2.9	3.4	79.3
	32074496	1	2.9	3.4	82.8
	45500000	1	2.9	3.4	86.2
	68217600	1	2.9	3.4	89.7
	72420000	1	2.9	3.4	93.1
	232900000	1	2.9	3.4	96.6
	519404920	1	2.9	3.4	100.0
	Total	29	85.3	100.0	
Missing	System	5	14.7		
Total		34	100.0		

NEY Budget Year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2001.00	2	5.9	11.1	11.1
	2002.00	3	8.8	16.7	27.8
	2003.00	7	20.6	38.9	66.7
	2004.00	5	14.7	27.8	94.4
	2005.00	1	2.9	5.6	100.0
	Total	18	52.9	100.0	
Missing	System	16	47.1		
Total		34	100.0		

## 2.2 What is the total national budget for the government?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	333400000	1	2.9	5.9	5.9
	1694000000	1	2.9	5.9	11.8
	1800000000	1	2.9	5.9	17.6
	3824955346	1	2.9	5.9	23.5
	3851466452	1	2.9	5.9	29.4
	4380633557	1	2.9	5.9	35.3
	5355857712	1	2.9	5.9	41.2
	13120598177	1	2.9	5.9	47.1
	16180765854	1	2.9	5.9	52.9
	22239057650	1	2.9	5.9	58.8
	39843812256	1	2.9	5.9	64.7
	41600000000	1	2.9	5.9	70.6
	119264000000	1	2.9	5.9	76.5
	137188000000	1	2.9	5.9	82.4
	144300000000	1	2.9	5.9	88.2
	266165000000	1	2.9	5.9	94.1
	798000000000	1	2.9	5.9	100.0
	Total	17	50.0	100.0	
Missing	System	17	50.0		
Total		34	100.0		

## 2.5 Are your accounting procedures prescribed by government direction and guidelines?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	30	88.2	93.8	93.8
	No	2	5.9	6.3	100.0
	Total	32	94.1	100.0	
Missing	System	2	5.9		
Total		34	100.0		

## 2.6 Who develops the budget for sub-national offices?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Center	22	64.7	84.6	84.6
	Sub-National office	4	11.8	15.4	100.0
	Total	26	76.5	100.0	
Missing	System	8	23.5		
Total		34	100.0		

2.7 Who audits your budgets and how often: Budget Audit Period?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	2	5.9	8.0	8.0
	1	1	2.9	4.0	12.0
	1	20	58.8	80.0	92.0
	2	1	2.9	4.0	96.0
	5	1	2.9	4.0	100.0
	Total	25	73.5	100.0	
Missing	System	9	26.5		
Total		34	100.0		

2.8 What percentage increases or decreases has your total budget experienced over the last 5 years? (Please refer to both the budget for current operations and for specific electoral operations)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	-22	1	2.9	5.0	5.0
	-20	1	2.9	5.0	10.0
	-5	2	5.9	10.0	20.0
	0	3	8.8	15.0	35.0
	13	2	5.9	10.0	45.0
	13	1	2.9	5.0	50.0
	20	1	2.9	5.0	55.0
	25	3	8.8	15.0	70.0
	30	2	5.9	10.0	80.0
	40	1	2.9	5.0	85.0
	42	1	2.9	5.0	90.0
	44	1	2.9	5.0	95.0
	54	1	2.9	5.0	100.0
	Total	20	58.8	100.0	
Missing	System	14	41.2		
Total		34	100.0		

## 2.10 What percentage of the total election budget is taken by Voter Registration?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	1	2.9	5.3	5.3
	0	1	2.9	5.3	10.5
	5	3	8.8	15.8	26.3
	7	2	5.9	10.5	36.8
	10	1	2.9	5.3	42.1
	13	1	2.9	5.3	47.4
	13	1	2.9	5.3	52.6
	15	2	5.9	10.5	63.2
	16	1	2.9	5.3	68.4
	18	1	2.9	5.3	73.7
	20	2	5.9	10.5	84.2
	30	1	2.9	5.3	89.5
	40	1	2.9	5.3	94.7
	60	1	2.9	5.3	100.0
	Total	19	55.9	100.0	
Missing	System	15	44.1		
Total		34	100.0		

2.10 What percentage of the total election budget is taken by Election Operations?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	1	2.9	4.0	4.0
	10	1	2.9	4.0	8.0
	12	1	2.9	4.0	12.0
	18	1	2.9	4.0	16.0
	20	2	5.9	8.0	24.0
	21	1	2.9	4.0	28.0
	25	1	2.9	4.0	32.0
	28	1	2.9	4.0	36.0
	34	1	2.9	4.0	40.0
	40	2	5.9	8.0	48.0
	40	1	2.9	4.0	52.0
	50	1	2.9	4.0	56.0
	58	1	2.9	4.0	60.0
	60	1	2.9	4.0	64.0
	65	1	2.9	4.0	68.0
	70	2	5.9	8.0	76.0
	74	1	2.9	4.0	80.0
	80	1	2.9	4.0	84.0
	82	1	2.9	4.0	88.0
	82	1	2.9	4.0	92.0
	91	1	2.9	4.0	96.0
	100	1	2.9	4.0	100.0
	Total	25	73.5	100.0	
Missing	System	9	26.5		
Total		34	100.0		

## 2.10 What percentage of the total election budget is taken by Voter Education?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	1	2.9	4.5	4.5
	1	1	2.9	4.5	9.1
	1	1	2.9	4.5	13.6
	2	2	5.9	9.1	22.7
	3	1	2.9	4.5	27.3
	3	1	2.9	4.5	31.8
	4	2	5.9	9.1	40.9
	5	1	2.9	4.5	45.5
	8	1	2.9	4.5	50.0
	10	2	5.9	9.1	59.1
	11	1	2.9	4.5	63.6
	12	1	2.9	4.5	68.2
	15	3	8.8	13.6	81.8
	20	1	2.9	4.5	86.4
	50	2	5.9	9.1	95.5
	70	1	2.9	4.5	100.0
	Total	22	64.7	100.0	
Missing	System	12	35.3		
Total		34	100.0		

## 2.10 What percentage of the total election budget is taken by Training?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	3	8.8	15.0	15.0
	0	1	2.9	5.0	20.0
	0	1	2.9	5.0	25.0
	1	1	2.9	5.0	30.0
	2	1	2.9	5.0	35.0
	3	1	2.9	5.0	40.0
	4	1	2.9	5.0	45.0
	4	1	2.9	5.0	50.0
	5	1	2.9	5.0	55.0
	5	2	5.9	10.0	65.0
	6	1	2.9	5.0	70.0
	10	5	14.7	25.0	95.0
	14	1	2.9	5.0	100.0
	Total	20	58.8	100.0	
Missing	System	14	41.2		
Total		34	100.0		

2.11 What department within your EMB develops the budget?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Director	5	14.7	16.1	16.1
	Finance	17	50.0	54.8	71.0
	Other	8	23.5	25.8	96.8
	Director & Finance	1	2.9	3.2	100.0
	Total	31	91.2	100.0	
Missing	System	3	8.8		
Total		34	100.0		

2.16 Does your election budget receive additional funding from international or bilateral sources?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	11	32.4	34.4	34.4
	No	21	61.8	65.6	100.0
	Total	32	94.1	100.0	
Missing	System	2	5.9		
Total		34	100.0		



**2.16 If so, what is the estimated amount of the additional resources for Commodities?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	6	17.6	46.2	46.2
	1	4	11.8	30.8	76.9
	700000	1	2.9	7.7	84.6
	21300000	1	2.9	7.7	92.3
	70000000	1	2.9	7.7	100.0
	Total	13	38.2	100.0	
Missing	System	21	61.8		
Total		34	100.0		

**2.16 If so, what is the estimated amount of the additional resources for Voter education?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	7	20.6	53.8	53.8
	1	3	8.8	23.1	76.9
	50000	1	2.9	7.7	84.6
	7500000	1	2.9	7.7	92.3
	18000000	1	2.9	7.7	100.0
	Total	13	38.2	100.0	
Missing	System	21	61.8		
Total		34	100.0		

2.16 If so, what is the estimated amount of the additional resources for PW Training?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	6	17.6	46.2	46.2
	1	4	11.8	30.8	76.9
	200000	1	2.9	7.7	84.6
	3000000	1	2.9	7.7	92.3
	5500000	1	2.9	7.7	100.0
	Total	13	38.2	100.0	
Missing	System	21	61.8		
Total		34	100.0		

2.16 If so, what is the estimated amount of the additional resources for General Support?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	7	20.6	53.8	53.8
	1	4	11.8	30.8	84.6
	50000	1	2.9	7.7	92.3
	50000000	1	2.9	7.7	100.0
	Total	13	38.2	100.0	
Missing	System	21	61.8		
Total		34	100.0		

**2.17 Does your EMB purchase or use services from other public agencies such as those cited below: Civil Registry?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not mentioned	14	41.2	43.8	43.8
	Yes	18	52.9	56.3	100.0
	Total	32	94.1	100.0	
Missing	System	2	5.9		
Total		34	100.0		

**2.17 Does your EMB purchase or use services from other public agencies such as those cited below: Education Ministry?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not mentioned	18	52.9	58.1	58.1
	Yes	13	38.2	41.9	100.0
	Total	31	91.2	100.0	
Missing	System	3	8.8		
Total		34	100.0		

2.17 Does your EMB purchase or use services from other public agencies such as those cited below: Local Government?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not mentioned	10	29.4	32.3	32.3
	Yes	21	61.8	67.7	100.0
	Total	31	91.2	100.0	
Missing	System	3	8.8		
Total		34	100.0		

2.17 Does your EMB purchase or use services from other public agencies such as those cited below: Police?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not mentioned	11	32.4	35.5	35.5
	Yes	20	58.8	64.5	100.0
	Total	31	91.2	100.0	
Missing	System	3	8.8		
Total		34	100.0		

**2.17 Does your EMB purchase or use services from other public agencies such as those cited below: Military?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not mentioned	21	61.8	67.7	67.7
	Yes	10	29.4	32.3	100.0
	Total	31	91.2	100.0	
Missing	System	3	8.8		
Total		34	100.0		

**2.17 Does your EMB purchase or use services from other public agencies such as those cited below: National Statistical Office?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not mentioned	20	58.8	64.5	64.5
	Yes	11	32.4	35.5	100.0
	Total	31	91.2	100.0	
Missing	System	3	8.8		
Total		34	100.0		

2.17 Does your EMB purchase or use services from other public agencies such as those cited below: State of Public Post office

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not mentioned	10	29.4	32.3	32.3
	Yes	21	61.8	67.7	100.0
	Total	31	91.2	100.0	
Missing	System	3	8.8		
Total		34	100.0		

2.17 Does your EMB purchase or use services from other public agencies such as those cited below: State/Public Telecommunications Company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not mentioned	12	35.3	38.7	38.7
	Yes	19	55.9	61.3	100.0
	Total	31	91.2	100.0	
Missing	System	3	8.8		
Total		34	100.0		

**2.17 Does your EMB purchase or use services from other public agencies such as those cited below: State Radio or Television**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not mentioned	9	26.5	29.0	29.0
	Yes	22	64.7	71.0	100.0
	Total	31	91.2	100.0	
Missing	System	3	8.8		
Total		34	100.0		

**2.17 Does your EMB purchase or use services from other public agencies such as those cited below: Other**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not mentioned	25	73.5	80.6	80.6
	Yes	6	17.6	19.4	100.0
	Total	31	91.2	100.0	
Missing	System	3	8.8		
Total		34	100.0		

2.18 Does your electoral process receive any in-kind contribution from the private sector?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	3	8.8	10.0	10.0
	No	27	79.4	90.0	100.0
	Total	30	88.2	100.0	
Missing	System	4	11.8		
Total		34	100.0		

2.19 Does the private news media provide public service announcement time for you to conduct voter education?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	14	41.2	48.3	48.3
	No	15	44.1	51.7	100.0
	Total	29	85.3	100.0	
Missing	System	5	14.7		
Total		34	100.0		



## 2.19 if so, what is a financial value to that broadcast time?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	16679	1	2.9	33.3	33.3
	900000	1	2.9	33.3	66.7
	1000000	1	2.9	33.3	100.0
	Total	3	8.8	100.0	
Missing	System	31	91.2		
Total		34	100.0		

## 3.1 Are the rules of procurement prescribed by the government practices and guidelines, or are they prescribed by your EMB?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Government	23	67.6	79.3	79.3
	EMB	6	17.6	20.7	100.0
	Total	29	85.3	100.0	
Missing	System	5	14.7		
Total		34	100.0		

4.1 Does your EMB participate in any resource sharing activities with other national EMBs?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	13	38.2	41.9	41.9
	No	18	52.9	58.1	100.0
	Total	31	91.2	100.0	
Missing	System	3	8.8		
Total		34	100.0		

4.2 Does your EMB handle any cash transaction?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	16	47.1	53.3	53.3
	No	14	41.2	46.7	100.0
	Total	30	88.2	100.0	
Missing	System	4	11.8		
Total		34	100.0		

#### 4.3 Have you introduced or plan to introduce any new election technologies in a cost reduction effort?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	20	58.8	69.0	69.0
	No	9	26.5	31.0	100.0
	Total	29	85.3	100.0	
Missing	System	5	14.7		
Total		34	100.0		

#### 4.4 Does your EMB have partnerships with civil society organizations to disseminate voter education programs?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	19	55.9	63.3	63.3
	No	11	32.4	36.7	100.0
	Total	30	88.2	100.0	
Missing	System	4	11.8		
Total		34	100.0		