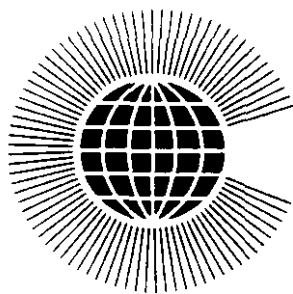# Voting for Democracy

Conference of Commonwealth Chief Election Officers
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PLANNING AND PREPARING FOR THE POLL

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PLANNING AND PREPARING FOR THE POLL

INTRODUCTION

Owing to the tremendous increase, since the late 1980's, in the holding of democratic elections all over the world, renewed emphasis has been placed on electoral systems and the criteria for the holding of free and fair elections. Democracy for all its qualifiers has come now to mean for all practical purposes - elections. Regular and genuine elections are now considered to be the cornerstone of democracy, the qualifier being that they must be meaningful; electing a parliament with real influence on the formation of governments or on government policy. But despite the epic increase in electoral activity, there are still hollow or choiceless elections in authoritarian systems which do little to constitute parliaments that would have the power to determine central elements in people's lives.

Concomitant with the increase in the number of elections of a pluralistic nature is the growing attention given by the world community lo the conditions for the holding of these elections, and also to the electoral bodies themselves to exchange views and ideas on the electoral process, hence the reason, under the visionary tutelage of the Commonwealth Secretariat, we as electoral practitioners are here in Cambridge, England to do our bit in assisting each other to better understand how to sustain and strengthen democracy through the holding of free and fair elections. The intent of this presentation is to focus on the immediate technical requirements for administering these elections - in a word - to deal with election management.

Trinidad and Tobago has been listed by some scholars among the category of "established democracies", The definition of that term is "those states with a population of *more* than a quarter of a million which have held continuing free elections for over 20 years." In fact we've gone a little further than that, our first election under universal adult suErage having been held way back in 1946 for the election of the Legislative Council,

The electoral system has not looked back since, with regular and genuine elections being held in 1950, 1956 and 1961 before Independence; and since 1962 and Independence regularly every five years or thereabouts. Trinidad and Tobago was the first country outside the United States to adopt the use of voting machines, It was used in three elections of 1961, 1966 and 1971. However, in 1976 under a Republican Constitution one of the electoral reform arrangements was the reintroduction of the ballot box together with the lowering of the voting age to 18. Thus we are possessed of a long history of election management experience,

Through no fault of our own however, (an accident of history and colonialism), winners at elections are declared according to the First Past the Post System, considered by some to be one of the easiest electoral processes to manage, It is simple, uncomplicated and easy to understand both by voters and system administrators alike. The recent worldwide movements towards democratic governance in the 1980's and 1990's and the search for lasting models of appropriate representative government have stimulated a fresh evaluation of electoral systems, Except for the post- 1981 electoral results when proportional representation was advanced to correct the perceived distortions of that year's elections' results, Trinidad and Tobago seems for the time being to be firmly wedded to its majoritarian First Past the Post System. However, in today's world, things could change with alarming rapidity. While the criteria that would enable the holding of Bee and fair elections would reside to a large extent on an independent, impartial and competent Election Commission, due cognizance must be paid to a relatively stable political environment which is necessary to engender trust and make free and fair elections possible.

From the standpoint of ourselves as election administrators, the basic challenge is to establish and make functional a large scale organization that MIS very smoothly in a very tight timeframe and in an atmosphere that is politically charged especially in the run up to elections.

The main goal of the election administration must be the delivery of election services to the electorate that is perceived to be free and fair to them. It therefore has to undertake its functions in an impartial and efficient manner. it is the business of those in charge of the administration to get the organization and conduct of an election right the first time. Not to do so will put at risk the public perception of the competence, and even the impartiality of those who administer the election machinery.

In Trinidad and Tobago, from the election administrators standpoint, our election process, organization and management have three major components. Like the three legs of a stool it comprises of the overall ELECTION MANAGEMENT PLAN (election m), the ELECTION SCHEDULE made specifically for each election (whether parliamentary, local election or bye-election), with its time frames, and finally the ELECTION MANAGEMENT TEAM (Assignments and Responsibilities) for practical implementation.

ELECTION   MANAGEMENT   PLAN

The Election Management Plan is an outline of the nine (9) basic steps that the Elections and Boundaries Commission of Trinidad and Tobago **has** designed to conduct each and every election.   Each step is vital and has an inextricable link with our legal instruments. The Constitution of Trinidad and Tobago, the Representation of the People Act (our electoral act), the Municipal Corporations Act, and our Elections and Boundaries Commission (Local Government) Act, All of this is well served and implemented through the Commission's organizational structure, Appendix D shows a specimen of the Elections and Boundaries Commission's organizational structure

<u>Compilation of Voters List</u>   The first step for us is the compilation of the Voters List. As the Commission has a system of permanent personal registration, in effect continuous registration through offices set up around the country, the process is a dynamic one with electors being updated, transferred, removed and added to the voters list all year round. An annual list is published on the 1st July of each year, which list is at the time of an election termed the preliminary list, and there is a standard procedure in place for updating it for the pending election.   A specific period is allocated to the revision of that list, (called a period of electoral registration), and members of the public are exhorted to examine the list which is placed at published locations in all polling divisions and take the necessary steps to update their registration. To vote one must be registered; evidence of this fact being either your name appearing on the revised list of electors or your registration record card in the unit register. The Commission also issues an identification card to each registrant, The identification card simply assists with easy identification of the elector at the polling station but is not absolutely necessary for the elector to be able to vote. Although the list is revised and updated for the election in this special period of electoral registration, the law makes provisions for errors and omissions in the compilation of the revised list to be corrected by the Commission and provides further opportunity for the intervention of electors in order to ensure that the list is properly constituted, This entire process must be monitored by political party scrutineers and coordinated throughout the organization.   The establishment and stationing of an adequate number of registration centres in every electoral district with the necessary additional trained staff, the publication and subsequent revision of the electoral list based on the new information received are major components of the electoral process. The final product is the electoral list that will be used at polling stations on election day,

<u>The Nomination Exercise</u>   This is a procedure in our electoral process that is dependent upon the Presidential issue of writs of election to the returning officer for each electoral district, It is however, a function (the issue of writs) that has to be coordinated and managed by the election administration. The appointed returning officers have to be trained and guided in the relevant procedure by the election administration. Thus, in addition to briefing sessions manuals are issued for their awareness as well as timely Guidance Notes (usually 6) issued at crucial junctures for their immediate attention, guidance and as reminders, The steps for the nomination procedures are embodied in one such note.

<u>The Pollinn Arrangements</u>   This is one of the other major functions that is handled within the organization and by the appointed returning officers who according to the Writ are legally responsible for the conduct of the poll under the coordinating efforts of the election administration. Buildings are selected in each polling division to house polling stations.   However, in some cases owing to proximity and convenience one building may be common to a number of polling divisions. The suitability and location is first explored by the Commission's registration officers; there are field officers who are responsible for the voters list in their assigned registration areas, comprising of a given number of polling divisions, Buildings are examined in terms of their general suitability for use, attention being paid to accessibility, floor-space, electricity, furniture, toilet facilities, extent and condition of grounds and general security. Every effort is made to ensure that an acceptable level of comfort would be enjoyed by both electors and staff alike. Recruitment of polling officials is based on the number of stations established, this being further qualified by the number of officials per station with extra persons added as reserves in case of need, Political party agents are accommodated in each polling station. Their presence enhances overall transparency of the electoral process.

<u>Training and Voter Information</u>   A large and costly aspect of our operations is the training of all election officials (from returning officers to poll clerks) and the provision of voter information. instructional manuals are prepared for Returning Officers and staff, candidates and agents, and also for polling day staff. The staff of our Department form part of our cadre of trainers who have in turn been trained by the Training Unit, For a general election (country-wide) 9,000 persons undergo a four day training period followed by a skills evaluation before appointment to their assigned duties and responsibilities. As a matter of fact, this is a legal requirement.

Voter education is an ongoing aspect of our operations during the election period, reaching saturation point in the week before election day.   The voting process is explained through the electronic media (radio and television), and various public notices in the print media inform the public of the statutory deadlines that are a normal part of the electoral process. The Commission has strongly recommended the inclusion of the basics of voter education and information in the civic education/social studies programme of primary and secondary schools. The Elections and Boundaries Commission is of the firm view that an informed and knowledgeable electorate and competent well trained electoral officials are essential to the smooth running of the electoral process and, ultimately, the attainment of the goal of free and fair elections,

<u>Logistics</u>   Logistics in an island society may not be the massive problem that it could be in much larger countries, In spite of our small size and shorter distances to be covered, the process is nonetheless one that has to be closely monitored and supervised. The Commission, owing to the fact that it has its own printing unit for the numerous forms, notices and signs required has that aspect of its activities under its direct control. Its Computer Section, largely responsible for the updating and printing of its electoral list for use and sale is well equipped for that task.   Printing of all ballot papers is the responsibility according to law of the Government Primer,

A Stores Section for the packaging of election materials for distribution to Returning Officers and presiding officers, and a warehouse from which furniture, voting screens, ballot boxes, etc. are distributed are also under its control. The Commission solicits the assistance of other state agencies for vehicular transport to supplement its distribution system,

Polling Day Activities   On polling day, part of the management plan WCS the monitoring of polling stations through roving officers and the filtering up of information gathered at preset intervals to the Returning Officers and, ultimately to the election administration and the Commission,   Hot Lines - telephone lines to the Computer Section and available for the public - form part of a Rapid Response Unit to assist voters to find their correct polling station and to handle any problem that may arise at a polling station relating to the electoral list. The election administration of Trinidad and Tobago ensures that arrangements arc in place for transporting ballot boxes to polling stations and from polling stations after the count. The results are relayed by the returning officer of the various electoral districts to the head oflice of the election administration. It is an unbroken tradition, that we have never left the Central Electoral Office on election day without knowing the final result. The official results could be a little time in coming, however.

The Commission at the end of each election insists on getting from each Returning Officer a report on the election just concluded in his district. After election reports are also obtained from each Presiding Officer and his team, this post-poll appraisal is used by the Commission to determine the quality of the polling services, to gain feedback and to make refinements to the process for future elections,

The budget is a development of the costs of each of the foregoing tasks.   This is estimated and the projected costs are submitted to the budget division of our Treasury for the allocation in the sums provided for the Commission's general expenditure.
Appendix A shows the Management Plan at the Elections and Boundaries Commission.

THE ELECTION SCHEDULE

This is a key component of the Election Management Plan of the Elections and Boundaries Commission. Once given an election date, there are tasks that absolutely must be completed within certain statutory time-frames. Our Election Schedule contain every major task that must be completed within the election process. It establishes the major tasks that must be carried out and the deadlines that are to be met. It is a document which is given wide circulation within the election administration, for it is a reminder giving the dates on which the various tasks have to be performed and by whom. The schedule allows the election administration to have an overall awareness of where it is during the entire period leading to the election. Appendix B shows a specimen of the Election Schedule used in our operations.

THE ELECTION MANAGEMENT TEAM (Assignments and Responsibilities)

This is an assignment sheet that lists under major subheadings each task and subtask and indicates who was delegated responsibility fir carrying them out. This document, also of wide circulation, is the practical implementation of the management plan by staff members of the election administration to the tasks and activities contained in the election schedule, Officers within the organization are assigned specific responsibilities which sometimes converge with their arcas of responsibility in the organization outside an election period, As a management tool used by the Commission it is checked regularly to see what is required to be done and by whom. Monitoring takes place in weekly or when the occasion demands biweekly staff meetings and general progress is reported on the tasks assigned, Appendix C shows a specimen of the ELECTION MANAGEMENT TEAM, assignments and responsibilities,

CONCLUSION

Managing an election is a highly complex task involving numerous tasks, subtasks, scheduling and monitoring of activities.   However, the most competent administrator could expect little success in his or her mission if a sound administrative structure for effectively managing the conduct of elections is not in place, (Organizational plan of Elections and Boundaries Commission at Appendix D). Organizing and training thousands of employees, procuring hundreds of individual items in huge quantities, developing and implementing voter education plans, registering voters, training electoral officers, developing balloting and counting procedures, or coping with the logistical nightmares that election create, all within unforgiving time constraints are managerial tasks that require sound administrative structures and procedures. Missed deadline, confused or undedicated staff or a general sense of disorganization can severely diminish the effectiveness of the Commission in doing the job, namely the delivery of free and fair election services.   An awareness of your task (eg. Management Plan) and a good plan (Election Schedule and Election Management) for carrying out the task is part of good election management procedures, an integral tool to assist in the holding of free and fair elections. PLAN don't PANIC!

MANAGEMENT PLAN
ELECTION TASKS

(1) Compilation of Voters List	(2) Nomination Exercise	(3) Polling Arrangements	(4) Training. Development of Training Material. Appointment of Polling Officials.	(5) Voter Education	(6) Logistics	(7) Polling Day Activities	(8) Demarcation of Boundaries	(9) Budget
(1) METHOD a. House to House b. Establishment of centres. (2) PROCESSING Constituency, Districts, Polling Units, Streets etc. (3) PRINTING OF ROLLS (4) STAFF REQUIREMENTS (5) TRAINING OF STAFF AND MANUALS FOR TEMPORARY REGISTERING OFFICERS (6) PUBLICATION OF LISTS (7) REVISION OF ROLLS AFTER CLAIMS AND OBJECTION PERIOD (8) PRINTING AND PUBLICATION OF REVISED LISTS AND POLL CARDS (9) PRINTING OF LISTS FOR USE AT POLLING STATIONS	(1) Appointment of Returning Officer and Staff (2) Nomination Procedures : Who may be a candidate The documents to be completed by the Candidate or agent; other requirements e.g who qualifies as a proposer (3) Responsibilities of Candidates once nominated; e.g Appointment of Agents and Sub-Agents.	(i) Inspection of buildings to be used as polling stations. (ii) Selection of polling station locations. (a) suitability of location and building. e.g adequate space and furniture for staff and agents, accommodation; easy flow of voters.; (b) area for queuing of voters; and (c) specified area around the polling station where persons other than voters should not assemble. (iii) Prepare polling station lay-out (iv) Recruitment of polling officials based on number of polling stations per constituency and number of officials per station plus extra for training. Arrangements for Special Voting: Protective Services	Develop manuals based on rules and regulations for: (1) Returning Officers and Staff (2) Candidates and Agents (3) Polling officials Prepare trainers' guide, other relevant reading materials and trainers' kits for simulation exercises. Hold workshops for Returning Officers. Determine number of training centres and trainers required depending on the number of polling officials and the spread. Consideration may be given to the (cascading strategy i.e trainer to train presiding officers and presiding officers to train poll clerk) Conduct training sessions structured as follows: Function before Polling Day Prior to the start of the Poll Opening of the Poll Close of Poll Count Packaging Written evaluation Appointment of Polling Officials to function at each polling station.	Voter education campaign to include hand bills, posters, use of PA system through towns and villages, ads and publications via print and electronic media prior to and during voter registration , to educate the public as follows: Why register Who may register Documents to be presented for registration Where to register When to register ——— Voter Information Campaign Re: Who may vote Requirements for voting [?] Where to vote (Notice of Taking a Poll) How to vote Posters showing lay-out of polling station When to vote (Date and Hour of polling) Ads via print and electronic media showing lay-out of polling station and the procedures from the close the voter enters the polling station, cast the ballot and exits.	Procurement of materials for Registration application forms and other supplies; paper for voters roll. Computers and consumables for processing data on registrants Printing of voters roll in the required formats and quantities. Printing of nomination forms and procurement of other supplies for the nomination exercise. Procurement of paper for and the printing of Ballot Papers with name and symbol of each candidate contesting the particular election. Procurement of paper for and printing of Notice of Taking a Poll. Procurement of supplies for and the printing of manuals for training and all other forms: envelopes notices ,signs etc. to be used prior to the start of the poll, during the polls, the close of the polls and the count. Delivery of furniture and voting screens to polling stations. Packaging of election materials for distribution to Returning Officers to Presiding Officers. Transportation.	Monitor polling stations through Roving Officers. Rover's kits with extra supplies. Establishment of Rapid Response Units to assist voters to find the correct polling station and to handle any problem that may arise at a polling station relating to the voters roll. Ensure that arrangements are in place for transporting ballot boxes to polling station and from polling stations after the count . Relaying results to the Returning Officer for the tabulation of votes.		Column 1 Personnel – Goods and Services : Column 2 Personnel – Goods and Services : Rental Column 3 Personnel – Goods and Services : Rentals Column 4 Personnel Goods and Services : Rental ; Column 5 Goods – Services : Column 6 Personnel – Goods and Services : Column 7 Personnel Goods and Services :

ELECTION SCHEDULE

ELECTION TO:
ELECTORAL DISTRICT OF :

SCHEDULE OF EVENTS

No	Date	Event
1	12-Aug-97	Commencement of Electoral Registration and publication of Preliminary kit.
2	***20-Aug-97***	Last day for registration for the elections.
3	21-Aug-97	QUALIFYING DATE
4	22-Aug-97	Appointment of the Returning Officer.
5	22-Aug-97	Establishment of an Office by the Returning Officer appointed for the conduct of the election. (Election Rule (3))
6	22-Aug-97 29-Aug-97	Inspection of suggested locations for the establishment of polling stations.
7	01-Sep-97	Issue of Writ of Electton by **His** Excellency, The President. for the holding of an Election
6	***03-Sep-97***	Publication of Notices of Election over the signature of the Returning Officer for the Electoral District in respect of which a Writ of Election has been Issued.
9	03-Sep-97	Notification to Returning Officer of Political Parties to which symbols have been assigned. (Election Rule 23(7)).
10	03-Sep-97	Publication advising of category of electors eligible to be treated as Special Electors. Receipt of application from persons wishing to be treated as Special Electors.
11	03-Sep-97	Commencement of processing of applications by persons eligible to be treated as Special Electors.
12	***03-Sep-97***	Last day for submitting list of persons recommended for training.
1 3	***03-Sep-97***	Deadline for submitting recommendations for locations of polling stations,
14	10-Sep-97	Training of Polling Day Staff (Day 1)
15	17-sep-97	Finalisation of arrangements for use of buildings selected for polling stations and provision of furniture and other facilities.

ELECTION SCHEDULE

ELECTION TO:
ELECTORAL DISTRICT OF :

SCHEDULE OF EVENTS

No	Date	Event
16	12-Sep-97	Preliminary Examination of Nomination Papers (7th **day** before **Nomination Day). Election Rule 6(1).**
17	12-Sep-97	Production of poll cards for Issue to electors by mall.
18	12-Sep-97	Notification to Commissioner of Police of number of electors in the electoral district as per Revised List. (Sec. 38(10)).
19	12-Sep-97	Publication **and posting of Revised List of Electors (not later than 14** days **before** Polling Day. (Registration Rule 62 (8)).
20	15-Sep-97	Preparation of Unit Registers by Registration Officer/s for delivery to the Returning Officer.
21	15-Sep-97	Training of Polling Day Staff (Day 2)
22	16-Sep-97	Training of Polling Day Staff (Evaluation)
23	**19-Sep-97**	**NOMINATION DAY**
24	19-Sep-97	Notification in writing to candidates/agents of date of Issue of ballot papers to special electors.
25	**19-Sep-97**	Notification in writing lo candidates and agents of the polling station where ballots cast by special electors will be Intermixed with other ballots
26	19-Sep-97	Notification In writing to candidates and agents of polling station/s situated outside an electoral district.
27	19-Sep-97	Printing of Ballot Papers by Government Printer. (Election Rule 22 (5)) and Notice of Taking **a** Poll,
28	**19-Sep-97**	Closing **date** for receipt of applications to be treated as a Special Elector, (Election Rule 62 (1)).
29	19-Sep-97	Dellvery of Poll Cards to Post Offices for mailing to electors,
30	19-Sep-97	Approval for use of buildings selected.
31	22-Sep-97	Dellvery of List of Special Electors by Returning Officer to Chief Election Officer and Registration Officer/s.
32	22-Sep-97	Dellvery of Ballot Papers for Special Electors to the Returning Officer.

ELECTION SCHEDULE
ELECTION TO:
ELECTORAL DISTRICT OF :

SCHEDULE OF EVENTS

No	Date	Event
33	**24-Sep-97**	**Publication of Notice of Taking a** Poll.
34	**24-Sep-97**	Issue of Ballot **Papers to Special Electors in the presence of agents.**
35	**24-Sep-97**	Dellvery of Special Envelopes to Central Electoral Office by Returning Officer.
36	25-Sep-97	Publication advising Special Electors of locations where Special Envelopes containing Special Ballots may be collected.
37	26-Sep-97	Last day for making objections to names appearing for the first time on the Revised List of Electors. (Registration Rule 63(3)).
38	26-Sep-97	**Posting of Supplement List of Electors (Registration Rule 84(2)).**
39		Publication of the location and hours of operation of the Special Polling Station established by the Returning Officer (Election Rule 73).
40	27-Sep-97	Collection of Special Envelopes by Special Electors from Registration Offices (El&Ion Rule 72) (Amended by **Legal** Notice No. 115)
41	29-Sep-97	Last day for holding enquiry re: objection relating to name on **the** Revised List. (Registration Rule 63 (4)).
42	29-Sep-97	Distribution of ballot boxes, carrying cases, poll card boxes and electoral ink. (Escorted by Police from warehouse).
43	**30-Sep97**	**Last** day for objection to name appearing for the first time on Supplemental List, (Registration Rule 64(3)).
44	30-Sep-97	Collection of Unit Registers by the Returning Officer (Election Rule 24).
45	30-sep-97	Establishment of Special Polling Station by the Returning Officer, (Electton Rule 73(1)).
46	30-Sep-97	Publication of Notices advising of appointment of Election Agents. (Section 40(5) and El&Ion Rule 14(1)).
47	30-Sep-97	Last day for withdrawal of candidature. (Election Rule 14(1)).
48	30-Sep-97	Distribution of Ballot Papers for use at Polling Stations to the Returning Officer by Chief Election Officer.

ELECTION SCHEDULE

ELECTION TO:
ELECTORAL DISTRICT OF :

SCHEDULE OF EVENTS

No.	Date	Event
49	03-Oct-91	Distribution of electoral Ink/material, supplies Including Ballot Paper and equipment to Presiding Officers. (Election Rule 26(1)).
50		Workshop for Presiding Officers and final briefing of Polling Day Staff.
51	04-Oct-97	Distribution of Polling Station Furniture.
52	05-Oct-97	Pre Poll Day visit to Polling Station locations by Presiding Officer and Staff.
53	06-Oct-97	POLLING DAY
54	07-Oct-97	Declaration of results based on reports from Polling Stations where no recount Is requested. (Election Rule 101)1)).
55	14-Oct-97	Submission of Election Return. (Election Rule 106).
56		Submission of results to Minister of Local Government and to the Chief Executive Officer. Publish results In Gazette.
57		Termination of Electoral Registration.

ELECTION MANAGEMENT TEAM
(ASSIGNMENTS AND RESPONSIBILITIES)

GENERAL ELECTIONS

MANAGEMENT PLAN

Electoral Registration – (Month/Date) – Assistant Chief Election Officer/Registration Supervisors

Selection of Temporary Registration Offices	- Registration Officer
Recruitment & Placement of I.A.R.O's	- Registration Officer
Training of I.A.R.O's	- Registration Officer
Installation of Cameras	- Registration Officer/Technician
Stationery & Supplies	- Registration Officer/Storekeeper
Publicity	- Public Relations Officer

Lists of Electors – Chief Election Officer

Updating and computer printout	- Systems Analyst
Separation & Packaging	- Systems Analyst
Copying	- Printing Supervisor
Distribution to Returning Officers and Registration Officers	- Assistant Chief Election Officer

Posting of Lists of Electors – Assistant Chief Election Officer/Registration Supervisors

Selection of sites and posting (including Notices)	- Registration Officer
Publicity	- Public Relations Officer

Ballot Papers – Deputy Chief Election Officer/Supervisor Electoral

Preparation of Order (10's 25's, 50's, 100's) and Distribution Chart	- Research Officer
Ordering, Monitoring, Receiving and Checking Including early supply for special voting	- Supervisor Electoral

Forms, Stationery, Supplies, Ballot & Poll Card Boxes, Carrying Cases, Electoral Ink, Etc. – Deputy Chief Election Officer

Preparation of list of required material	- Research Officer
Preparation of boxes (including keys) and Electoral ink, "X" stamps	- Warehouse Supervisor
Ordering of forms, polling station diaries, lamps, candles, booths, rubber stamps, etc.	- Deputy Chief Election Officer
Distribution to Returning Officers	- Deputy Chief Election Officer/ Warehouse Supervisor/ Storekeeper
Supplies maintenance	- Deputy Chief Election Officer

/2.Polling......

ELECTION MANAGEMENT TEAM
(ASSIGNMENTS AND RESPONSIBILITIES)

Polling Stations – Assistant Chief Election Officer

Inspection and reporting on Criteria Sheets — - Senior Officers Assigned/
Registration Officer

Inspection and Recommendation — - Returning Officers

Review of Returning Officers' Recommendations - Liaison Officer

Electrical repairs and upgrading (as necessary) - Technician

Logistics:- Tent, furniture, etc. — - Office Manager/
Registration Supervisors

Returning Officers – Chief Election Officer

Selection and recommendations for appointment - Chief Election Officer

Approval/Oath, etc. — - Commission

Appointment and Initial Briefing — - Chief Election Officer & Team

Briefing for Returning Officers and Election Clerks - Training Officer

Supervision of Returning Officers — - Liaison Officers

Checking and receiving documents, etc. — - Assigned Officers
after polling day

Polling Day Staff – Deputy Chief Election Officer/Training Officer

Processing of Application Forms and Recruitment - Returning Officers/
for Training — - Registration Officers

Training including Evaluation — - Chief Election Officer & Team

Recommendation for employment including - Training Officer/
positions assigned — - Returning Officer

Vetting of Recommendaitons — - Chief Election Officer & Team

Final approval — - Chief Election Officer &
Commission

Placement of Poll Day Staff — - Returning Officers

Final briefing — - Returning Officers

Training Material – Deputy Chief Election Officer/Training Officer

Revision of instructional manuals/pamphlets for:-

Electoral Registration
Returning Officers
Poll Day Staff

ELECTION MANAGEMENT TEAM
(ASSIGNMENTS AND RESPONSIBILITIES)

Candidates and Election Agents
Special Presiding Officers
and preparation of adequate number of copies   - Training Officer

Voting by Special Electors - Deputy Chief Election Officer

Processing of Applications and Submission of List of
Special Electors   -* Returning Officers

Establishment of Special Polling Stations by
Elections and Boundaries Commission   - Assistant Chief Election
             Officer

Establishment of other Special Polling Stations   - Returning Officers

Issue of ballot papers, ballot boxes etc.   - Assistant Chief Election
             Officer

Publicity   - Public Relations Officer

Supervision/collecting & delivering Ballots (cast)   - Registration Officer/
             -   Registration Supervisor
             -

Liaising with Police, Ministry of Works,
Coast Guard, etc. – Deputy Chief Election Officer

Agencies in Tobago   - Registration Officer

Agencies in Trinidad   - Assistant Chief Election
             Officer

Shipping – Office Manager/Assistant Chief Election Officer

Preparation   - Warehouse Supervisor

Transportation & Handling (Trinidad)   - Driver/Handymen

Accounts – Accountant I

Cheques for Polling Day staff to be prepared according
To the order in which claims arrive.

Travel & Hotel Arrangements – Office Manager

Flight reservations   - Office Manager

Accommodation   - Office Manager
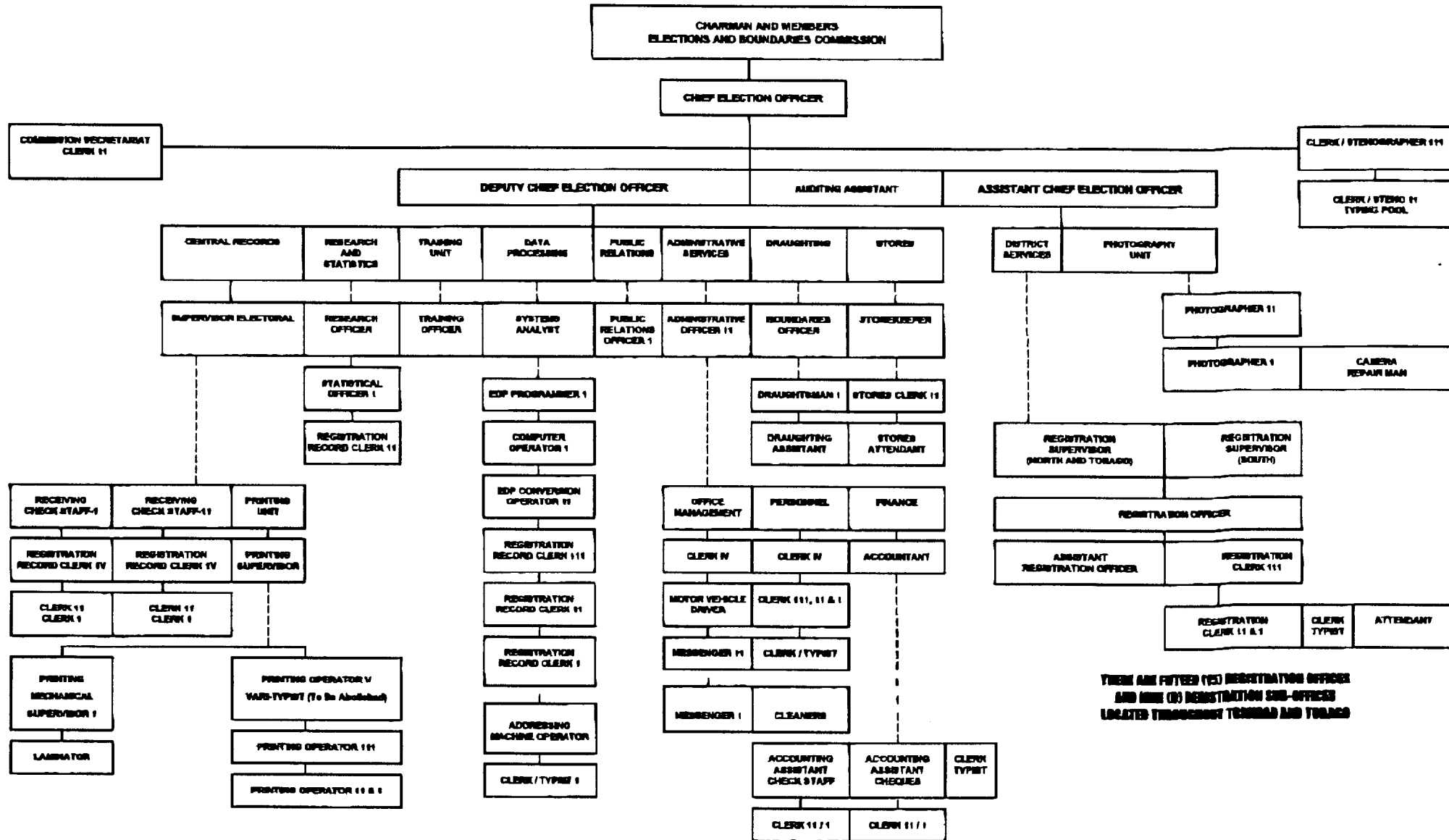
Car Rental   - Registration Officer

General – Chief Election Officer

Publicity   - Public Relations Officer

Monitoring on Polling Day   - Assigned Officers

ORGANISATION STRUCTURE

ELECTIONS AND BOUNDARIES COMMISSION

- CHAIRMAN AND MEMBERS ELECTIONS AND BOUNDARIES COMMISSION
  - CHIEF ELECTION OFFICER
    - COMMISSION SECRETARIAT CLERK II
    - CLERK / STENOGRAPHER III
    - CLERK / STENO II TYPING POOL
    - DEPUTY CHIEF ELECTION OFFICER
    - AUDITING ASSISTANT
    - ASSISTANT CHIEF ELECTION OFFICER

Under Deputy Chief Election Officer

- CENTRAL RECORDS
  - SUPERVISOR ELECTORAL
    - RECEIVING CHECK STAFF-I
      - REGISTRATION RECORD CLERK IV
        - CLERK II CLERK I
    - RECEIVING CHECK STAFF-II
      - REGISTRATION RECORD CLERK IV
        - CLERK II CLERK I
    - PRINTING UNIT
      - PRINTING SUPERVISOR
        - PRINTING MECHANICAL SUPERVISOR I
          - LAMINATOR
        - PRINTING OPERATOR V VARI-TYPIST (To Be Abolished)
          - PRINTING OPERATOR III
            - PRINTING OPERATOR II & I
- RESEARCH AND STATISTICS
  - RESEARCH OFFICER
    - STATISTICAL OFFICER I
      - REGISTRATION RECORD CLERK II
- TRAINING UNIT
  - TRAINING OFFICER
- DATA PROCESSING
  - SYSTEMS ANALYST
    - EDP PROGRAMMER I
      - COMPUTER OPERATOR I
        - EDP CONVERSION OPERATOR II
          - REGISTRATION RECORD CLERK III
            - REGISTRATION RECORD CLERK II
              - REGISTRATION RECORD CLERK I
                - ADDRESSING MACHINE OPERATOR
                  - CLERK / TYPIST I
- PUBLIC RELATIONS
  - PUBLIC RELATIONS OFFICER I
- ADMINISTRATIVE SERVICES
  - ADMINISTRATIVE OFFICER II
    - OFFICE MANAGEMENT
      - CLERK IV
        - MOTOR VEHICLE DRIVER
          - MESSENGER II
            - MESSENGER I
    - PERSONNEL
      - CLERK IV
        - CLERK III, II & I
          - CLERK / TYPIST
            - CLEANERS
    - FINANCE
      - ACCOUNTANT
        - ACCOUNTING ASSISTANT CHECK STAFF
          - CLERK II / I
        - ACCOUNTING ASSISTANT CHEQUES
          - CLERK II / I
        - CLERK TYPIST
- DRAUGHTING
  - BOUNDARIES OFFICER
    - DRAUGHTSMAN I
      - DRAUGHTING ASSISTANT
- STORES
  - STOREKEEPER
    - STORES CLERK II
      - STORES ATTENDANT

Under Assistant Chief Election Officer

- DISTRICT SERVICES
  - REGISTRATION SUPERVISOR (NORTH AND TOBAGO)
  - REGISTRATION SUPERVISOR (SOUTH)
    - REGISTRATION OFFICER
      - ASSISTANT REGISTRATION OFFICER
      - REGISTRATION CLERK III
        - REGISTRATION CLERK II & I
        - CLERK TYPIST
        - ATTENDANT
- PHOTOGRAPHY UNIT
  - PHOTOGRAPHER II
    - PHOTOGRAPHER I
    - CAMERA REPAIR MAN

THERE ARE FIFTEEN (15) REGISTRATION OFFICES AND NINE (9) REGISTRATION SUB-OFFICES LOCATED THROUGHOUT TRINIDAD AND TOBAGO