UNDP Procurement Guide

for Elections

In Post Conflict Countries

1.1 Introduction

Free and fair elections are one of the cornerstones of democratic governance and an area where UNDP is naturally positioned to assist national institutions and processes. The different entry points for UNDP's electoral assistance are listed in Appendix 1. In post-conflict countries, elections often represent a milestone in the transition from a state of violent conflict to an environment of peace and stability, though they are not a solution for conflict per se. The focus from the international donor community typically moves from stabilising the country to pursuing longer-term development goals. For UN peacekeeping forces, elections are often part of their exit strategy.

In post-conflict countries the international involvement in first generation elections is often massive. It ranges from providing support to administration, voter registration, voter education, observation, election day operations, security, materials, and salaries for election workers, etc. Most often capacity is very limited in post-conflict countries and the DEX-modality is used to implement the programme.

This guide provides the key points to manage the procurement for elections in a post-conflict environment. It is not an exhaustive step-by-step guide but highlights the key points UNDP practitioners need to be aware of when planning procurement for an electoral support programme.

Types of Goods and Services Procured for Elections[1]

Procurement needs can be divided into three, sometimes overlapping, categories:

Electoral administration which can include ICT equipment, vehicles, printing services and voter education services.

Voter registration which can include instant or digital cameras, identification (ID) cards, indelible ink, printing of registration forms and database software.

Election day which can include training of election officials, printing of ballots, ballot boxes, voting booths, indelible ink, and all the necessary stationery that equips a polling station.

> **Cost of elections**
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> The least expensive elections cost between (U.S.) $1 and $3 per voter and are held in countries with a long electoral experience, such as the United States and most Western European countries. Others with low election costs include: Chile ($1.2 per voter), Costa Rica ($1.8) and Brazil ($2.3) in Latin America; Botswana ($2.7) and Kenya ($1.8) in Africa: India ($1) and Pakistan ($0.5) in Asia: and Australia ($3.2). On the other hand, elections held as part of broader peacekeeping operations are the most costly. Most recently the cost of the presidential elections in 2004 in Afghanistan was as high as $25 per voter. It should be noted that comparison between election costs is not always possible, given the difference in systems and processes. *Electoral Management Bodies as Institutions of Governance*, López-Pintor, Rafael for BDP/UNDP, 2000. and Jerome L. Manila 2004

1.2 Procurement Strategy

Clear objectives and good planning are the keys to successful procurement. Due to circumstances such as the in-flux of donor funds and time constraints, cost considerations and sustainability are often not top priorities in organising elections in post-conflict countries. The timely delivery of goods and services is critical though, since the costs of failed elections are much more than the potential savings of an

Graph 1: The Procurement Process

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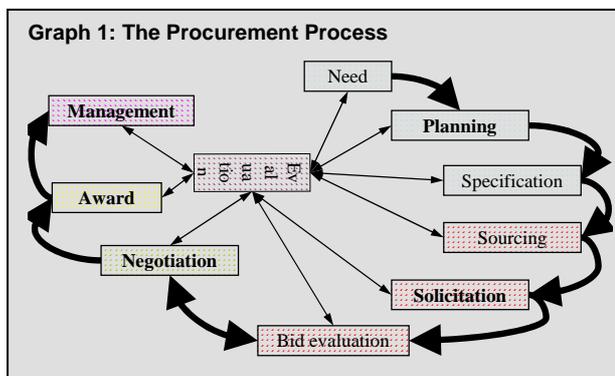
[1] See **Appendix 2** for sample voter registration kits and election kits including specifications.

efficient and effective procurement process (Graph 1). An efficient and properly managed procurement process,

however, will not only be more cost-efficient but can also minimize problems in the voter registration process and on election day.

The objectives of a best practice procurement process in a post-conflict environment should include (1) timely delivery of all goods and services for voter registration/elections, (2) that all stakeholders trust that the goods and services procured will enhance free and

> **_Procurement planning and resource mobilisation_**
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> Although post-conflict elections are high profile and attract significant donor attention, resources often come in late in the process, adding to the time pressure. A detailed procurement plan with clear objectives, timelines and responsibilities is a very strong resource mobilisation tool as it demonstrates clearly defined needs and an implementation schedule.

fair elections/voter registration, (3) insurance of value for money through transparent and effective processes (4) that proposed standards for goods and services do not develop standards or expectations that cannot be met when the country in question takes over the administration and financing of subsequent elections.

In essence, the procurement of all goods and services can be categorised in terms of the risk and costs involved (Graph 2). Procurement for elections is by nature high risk procurement as the goods and services are essential to the successful outcome of the elections and the consequences of supply failure are massive. Managing the procurement for an election in a post-conflict setting is challenging and it is critical that the necessary organisation, capacity and expertise are in place.

Graph 2: Categories of Procurement in terms of Risk and Expenditure
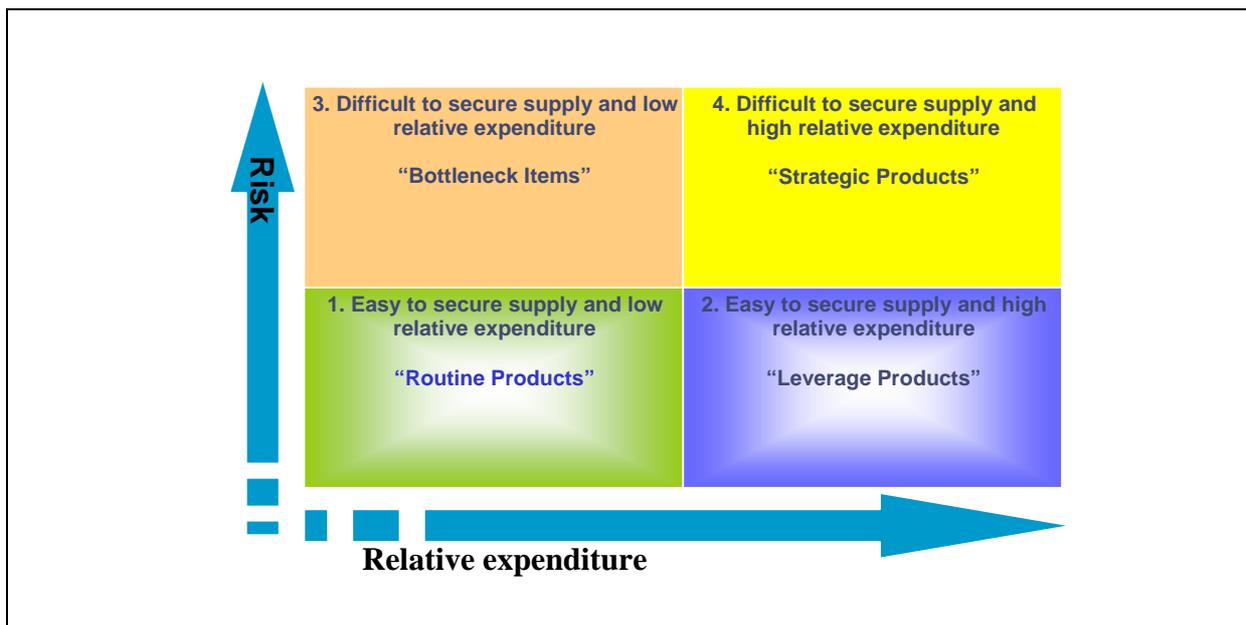
Source: Queensland Purchasing, http://www.qgm.qld.gov.au/po_bpguides.htm

This guide focuses on goods and services that would be classified as either **strategic** or **bottleneck** products. Generic characteristic for the two categories are illustrated in Table 1.

Table 1: Generic Characteristic for Strategic vs Bottleneck Products

Strategic products	Bottleneck products
Objective: Long-term value for money **Strategy**: Effective supplier relationship management **Organisation**: Governance boards/ steering committees, project team **Policy or procedure**: Business case and procurement strategy development and approval, contracting to achieve outcomes/ performance **Systems**: Project management, supplier performance monitoring and management **Skills**: Relationship management, complex negotiations, supplier performance management, strategic planning, market analysis *Example: Voter registration system, voter education services*	**Objective**: Risk reduction **Strategy**: Problem solving and risk management **Organisation**: Support technical expertise with commercial expertise **Policy or procedure**: Procurement strategy development and approval, risk management **Systems**: None in particular **Skills**: Contingency planning, market analysis, risk management, supplier development, problem solving and supplier performance monitoring and management *Example: Indelible ink, specialised consulting services*

Source: UNDP/IAPSO

As the characteristics show, procurement becomes much more than a transactional exercise following the rules but a key strategic function. It is therefore important to involve various stakeholders in the process to secure acceptance of materials supplied. National stakeholders as well as donors have to trust that, for example, the indelible ink used on election day actually will prevent multiple voting.

The skills required to manage the major election programmes including procurement in post-conflict countries such as Afghanistan and Democratic Republic of Congo are often not present in the country office. For a successful outcome a project team (as a minimum an experienced project manager) with extensive electoral experience should be brought in at a very early stage as part of the UNDP contribution to the programme. Procurement planning coincides or should coincide with the overall election planning and the right competencies should be in place to assist the national election management body (or office charged with organizing elections) in identifying and planning procurement needs and the overall election cycle.

Procurement Scheduling and Budgeting

It is good practice to develop a detailed procurement schedule[2] when developing the project document. This should include timelines, key milestones and contingency plans. The procurement plan needs to correspond closely with the overall election planning.

When identifying needs and developing the procurement plan several issues need to be considered which may influence the choice of goods and services procured and the time needed to fulfil the requirements:

- Electoral laws prescribing the processes for voter registration and election procedures
- The experience and general level of education of polling/registration staff and the training required to use equipment or implement processes for voter registration and election day operations
- Knowledge of the local market and production capacity
- Tradition, culture and religious beliefs
- Infrastructure – physical as well as ICT
- Climate
- Security

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[2] See Appendix 3

A detailed procurement schedule should include budget estimates for all procurement needs including international shipping and insurance costs.

For the individual procurement cases the most efficient procurement strategy needs to be considered bearing execution and implementation rules in mind, as well as the objectives of procurement. Some of the considerations are:: What are the exact requirements? Can goods and/or services be procured locally in time or is it advantageous to source internationally? Should an international procurement process be initiated or can existing long-term arrangements be utilised? How can fast supply of goods or services be secured without knowing exact needs, specifications, quantities or availability of funds? How can quality be assured for services delivered?

Voter Registration

Voter registration is a major operation that requires careful planning and timing. Some key issues that need to be considered when planning for procurement of materials for voter registration are:

> **IAPSO's LTAs**
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> IAPSO holds a number of long-term agreements (LTAs) with suppliers of election-related goods both for voter registration and for election day. Goods for voter registration include instant and digital camera solutions for producing voter registration cards and for election day the LTAs cover ballot boxes, indelible ink and all the odds and ends that are needed on polling day. The advantage for UNDP country offices of using the long-term agreements include much shorter lead times, competitive prices, IAPSO's experience in managing suppliers and favourable logistic solutions. IAPSO has supplied election projects in Comoros, Yemen, Tanzania, Ethiopia, Afghanistan, Democratic Republic of Congo, and East Timor among others. For more information visit www.iapso.org or www.unwebbuy.org

- In the long-term perspective it is cost-effective to have a permanent registry that can be continuously updated for subsequent elections.

- Careful consideration should be given to the information captured in the voter registration exercise. Depending on the electoral system used, voters may have to be registered in the electoral district in which they vote. Boundary delimitation of districts is usually based on the voter registry. Furthermore, the voter registry can be used to allocate resources and materials to polling places e.g. number of ballots, indelible ink, staffing etc.

- Depending upon national and electoral legislation, and whether a national ID-card already exists, voter ID cards may need to be issued. If necessary, ID cards with pictures may be issued either using a "traditional" instant camera solution or by using a digital camera connected to a printer and a laptop. A "traditional" instant camera solution is a well-proven, low-technology solution and registration forms may be computerized at a central location at a later stage to compile a complete registry. A digital solution has to be carefully considered since the technology is more advanced, requires electricity and registration staff that can troubleshoot problems with often fragile or complex equipment. The digital solution can computerize the voter registry on-site. However implementing advanced ICT systems under great time pressure can be very risky and contingency plans need to be developed if technology fails.

- Estimating quantities can be difficult in post-conflict settings. The anticipated number of eligible voters will often only be an educated guess based on outdated data. If time permits, it is cost-effective to register voters one region at a time and then reuse equipment in other regions. It may be an advantage to register voters at the same physical location where voting will later take place to give them one reference point. If this is not possible, ideally registration stations should cover a limited number of predefined polling stations.

1.3 The Supply Market

> **Supply market knowledge**
>
> To obtain best value for money election officials involved in procurement should know the election markets and products. Products are continuously being improved and introduced into the market, and new technologies are being developed for voter registration, electronic voting systems and electoral administration. It is important that knowledge is gained on the new products and on the associated advantages and risks to avoid implementing systems that are not suitable for the infrastructure in the least-developed countries and to avoid supplier-driven solutions. Understanding the supply chain and knowing the various suppliers will help in obtaining the best value for money.

Voter registration

Polaroid has a de-facto monopoly on the market for instant cameras used for issuing ID cards with pictures. Their only competitors are Shackman cameras, which does not have the same quality and has a limited production capacity, which may not allow for timely delivery. Fuji also makes an instant camera and instant film but under license from Polaroid and has the same production problem as Shackman.

The market for digital solutions is more competitive, however serving the market in developing countries has not been a priority for most suppliers. This means that reliable and well-tested solutions for environments where the infrastructure is often far from perfect are hard to find, Fortunately technological solutions for providing electricity, e.g. batteries, mini-generators or solar-panels are available. Great care testing and thorough investigation should be done before implementing a voter registration process based on a digital solution.

Election Day

Election day requires various materials and equipment. Appendix 2 provides an example of a standard election kit. Specifications and quantities should of course be amended.

Besides the voting kit, ballots, voting screens, (or other means to keep the individual vote secret), posters identifying the polling place and even uniforms or/and ID cards for all election officials are required. Most of the materials are low-cost and can be sourced from anywhere in the world.

A few items are essential to build the trust in the public that the elections are free and fair and can avoid the most obvious vote rigging.

Ballot box and seals: Ballot boxes come in every size, form and material and the preferred box will vary from country to country. However, the box should be sealable with uniquely identifiable seals to avoid ballot box stuffing and detect any attempts of tampering with the box.

Indelible ink: It has become best practice to use a form of indelible ink based on a silver nitrate solution (usually 5-25 % solution) to mark the voter's finger to prevent multiple voting. The ink can be applied by a dipping the finger in a bottle, by a marker pen or by spray. As mentioned, the active ingredient in the ink is silver nitrate. Silver nitrate reacts when exposed to sunlight leaving a visible stain on the skin. The higher the concentration of silver nitrate the more visible the stain will become. Prior to deciding the application method and the silver nitrate concentration it is advisable to carry out tests in consultation with national stakeholders, i.e. political parties, the electoral management bodies and relevant civil society

> **Specifying needs and lead times**
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> Specifications in procurement need to be generic to foster competition and shall not favour any particular supplier. Elections are by nature politically sensitive and specifications can become a battlefield either for political reasons or for personal benefit. Stakeholders, political parties, electoral management body, election officials, donors and UNDP, should be included in the development of specification and once agreement has been reached they should not be changed. Quantities should also be determined in the early stages including a safety margin. Changes in the specifications and quantities after the procurement process is underway can lead to delays and substantial price increases.
> The lead time from a international bidding process is initiated to goods are one the ground can vary from 2-3 months up to 6 months. This does not take into account training of election workers in the materials if necessary and distribution within the country. Often airfreight is used instead of sea freight due to time pressure easily adding up to 20 % to the cost.

organisations. However, it is crucial that tests of indelible ink are carried out as per the instructions of the supplier. The ink has to dry on the skin for a minimum of 30 seconds before any attempt is made to remove it and the skin has to be exposed to natural light before the ink will become visible. Furthermore, the ink has to be stored and handled carefully, e.g. it may not be exposed to direct sunlight before use.

Ballots: Both the use and the production of the ballots are sensitive and needs to be monitored closely. Printing of ballots should ideally take place in the home country if there are qualified printers. A series of security features can be applied such as watermarks, special paper, unique numbers, etc. Watermarks, special paper and other security measures can be very expensive. Usually local printers are not able to handle the special qualities in the amounts needed, adding further to the cost when international shipping of the ballots is required. A sequential numbering system where every ballot can be traced may be sufficient to ensure that ballots are not falsified. The production needs to be monitored closely to ensure that additional ballots are not printed.

Packing and distribution: There are two basic options for procuring election materials: either in bulk or in kits. However, often a combination of the two will be the most efficient and provide best value for money. The purchase price for kits is higher than bulk purchasing, however the logistics of distributing all the materials to the polling stations needs to be considered.. Kits with complete packing lists are the most efficient distribution method but it depends on an individual assessment taking into consideration lead times and security, if kits can be assembled in-country when goods arrive or if the supplier should assemble the kits prior to delivery. No matter which solution is preferred, all (sensitive) materials should be traceable. Buying all equipment in bulk requires that the buying organisation has excellent logistic and material management skills, as well as the capacity to manage a large number of contracts with various suppliers around the world.

A few suppliers have specialised in delivering election kits where all required equipment can be sourced and delivered either in bulk or in pre-packed kits. These suppliers are resellers. They source equipment from producers all over the world and their expertise lie in sourcing and compiling equipment, as well as an understanding of the needs at an election. The market leader within this market is CODE Inc. from Canada. Other suppliers include Lantrade Global Supplies, Danish Camp Supply, and Lichotech. All of the suppliers are aggressively marketing their products and solutions to electoral management bodies, UNDP and to the donor agencies. The market is relatively competitive. These suppliers' main aim is to convince stakeholders even before the requests reach UNDP that their specifications and products are superior thus shortcutting the competitive process.

The various stationery items can be sourced from all over the world and there are numerous suppliers. It may be advantageous to source from the local or regional market if possible. Most of the items are low-tech products and easy to substitute. Part of the procurement strategy may be to support the local markets thus channelling part of the electoral budget into the local economy.

Contracting for Services

Services are a large and crucial part of any election project and include printing services, voter education and election monitoring. For voter education and election monitoring, a number of international organisations exists. They are often supported by bilateral donors but also working closely with UNDP such as International IDEA, NDI, and the Carter Centre among others.

National service providers are usually NGOs and other civil society organisations that can reach the targeted groups for e.g. voter education. Although the procurement rules apply, NGOs are often not accustomed to working in a competitive market environment. To avoid delays and ensure timely implementation of voter education and monitoring efforts, NGOs should be identified early in process and a pre-qualification exercise of

relevant NGOs should be undertaken. It may be necessary to sensitize NGOs to the procurement rules of UNDP to ensure that they understand the process. Outside major cities only one NGO may be available for some areas (e.g., voter education) and will have to be sole sourced. Through upfront planning and pre-qualification and subsequent approval by the ACP in New York before the exact work requirements are known, valuable time will be saved and delays avoided later in the process.

Contracting for services is often more challenging than sourcing goods. Developing Terms of Reference and Key Performance Indicators requires time and effort.

Terms of Reference (ToR)

The terms of reference should clearly describe the objectives , the expected outcomes and outputs of the service. Furthermore, the ToR should include all the necessary reporting requirements, the qualifications and experience of the service provider and any other relevant information that can help the service provider understand the needs of UNDP and/or the government.

However, when asking for proposals from service providers there should be room for the potential providers to suggest how they will undertake the assignment. Procurement and programme staff cannot be experts in all aspects of elections — or any other programme for that matter — but the service providers are, and allowing flexibility in approaching a given assignment will often yield the best result. ToRs should, at a minimum, include the following:

- Background – What is the background for the service, e.g. the larger programme that the service is part of, what is the present situation and what are the challenges that the service will address.
- Overall objectives – What will the service accomplish
- Outputs and activities – Which specific activities and outputs are expected, including timeframes for delivery
- Key personnel – Profile of the consultant/service provider vis-à-vis the requirements including the qualifications requirements
- Reporting requirements
- Resources allocated to the assignment, i.e. what will be made available for the consultant/service providers, e.g. office space, logistic assistance previous reports etc.

> **Managing consultants**
> - Appoint a project manager or steering committee with clear responsibility of managing the consultant
> - Maintain records of all communication, documents etc.
> - Clearly define performance standards expected of the consultants
> - Specify reporting requirements
> - Develop procedures for unsatisfactory performance by the consultant, variations in cost and/or time and assessing the work and performance of the consultant at regular intervals

Furthermore, the evaluation criteria for selection should be disclosed in the request for proposal as well as suggestive key performance indicators. Key Performance Indicators (KPIs) will need to be revised depending on the successful proposal and it is important that both the contractor as well as the consultant/service provider share a common understanding of the KPIs and how they will be measured to avoid disputes in the contract management stage.

Contract Management and Key Performance Indicators

Managing contracts with service providers, consultants and NGOs can be challenging and the best results are reached if a set of Key Performance Indicators (KPI) can be identified before the contract is signed. KPIs should be output oriented, focus on the objectives and outputs of the service and they should be measurable. One common mistake in contract management is to focus on the inputs instead of the KPIs (e.g. as long as the person-days stipulated in the contract are performed, the contract is viewed as fulfilled even though the quality

of the results might be questionable). Related to KPIs, it is also possible to attach a set of penalties and bonuses in order to motivate the service provider to do the best possible job. Again bonuses and penalties should not be arbitrary but linked to the desired outputs.

For More Information

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Appendix 1: Principal Entry Points for UNDP Electoral Assistance

Type	Description
Electoral system reform	This kind of assistance often involves political institutions undergoing institutional reform to make them more broad based, inclusive and representative. Through helping design new electoral systems and/or reform old ones, UNDP helps foster accountability between the government and the governed. UNDP assistance during Lesotho's electoral system reform helped create a new, mixed-member, proportional electoral system that resulted in a much more representative parliament than was in place previously.
Electoral administration	A priority area of assistance for UNDP is building independent and permanent electoral management bodies (EMBs). This assistance takes the form of strengthening institutions, assisting with legal reform; offering professional-development programmes to election workers, building greater public information and outreach capacity, and helping countries with election-related resource management. Support to EMBs is a feature of almost all UNDP electoral assistance activities and has been the main feature of UNDP's support programme in Mali and Pakistan.
Sustainable electoral processes	Building sustainable electoral processes is at the heart of UNDP's electoral assistance programmes. This often involves support for low-cost, free and fair elections, and can take many forms. Typically assistance focuses on fostering countries' election planning, monitoring and budgeting capacity. It can also include support for voter registration, and the creation or updating of a civil registry. Such long-term capacity building has been a feature of our programmes in Bangladesh and Mozambique.
Civic and voter education	These activities aim to expand democratic participation, particularly among women and other under-represented segments of society. UNDP's efforts include awareness-raising activities that highlight the rights and responsibilities of citizens in a functioning democratic society. UNDP has pursued such work in Malawi, Fiji and Kyrgyzstan.
Mobilization and coordination of resources for electoral support	Because of the sensitivity and importance of electoral reforms and processes, they can attract wide international interest. UNDP can serve as a conduit for financial contributions and participation by third parties. UNDP played a central role in developing the Partnership for Governance, which coordinated donor assistance to Indonesia's pivotal 1999 elections. It also coordinated international election observers and other activities in Bangladesh, and organized the whole electoral process in Sierra Leone under a UN Security Council mandate, where balloting was implemented by the Civilian Affairs component of UNAMSIL and UNDP.
Emerging areas of support	Two emerging areas for UNDP are support to strengthen political parties and to resolve electoral disputes – both cases where UNDP's advantage is its non-partisan approach. Its work with political parties strives to ensure that they are involved in voter registration and education efforts, and to improve party campaign and media strategies, strengthen party caucuses within legislatures and make parties accountable for their commitments to address gender imbalances at the leadership level. This work is closely linked with institutional development, since more effective, democratic and transparent parliamentary party caucuses allow legislatures to work more effectively. In Comoros, UNDP involved political parties in electoral-list validation. In Lesotho, UNDP supported civic education, and in Guyana, it enabled policy makers to reach consensus on the legislative framework around elections. Another emerging area is supporting electoral dispute resolution

UNDP Practice Note on Electoral Systems and Processes: http://www.undp.org/policy/docs/practicenotes/electoralpn.pdf

Appendix 2

Table 2: Standard Election kit for 500 voters

Quantity	Description	Technical Specifications	Comments
1	Box for Kit	For packing and transportation of below mentioned items. Waterproof, seal able.	Option: lockable
1	Ballot box	Non-transparent, collapsible for transportation, re-usable, one-way slot for insertion of ballots.	Available in 3 other variations
5	Security seals/ zip ties	To fit the ballot box in order to detect tampering.	Available with or without number identification.
2	Indelible ink	Bottles of indelible ink for staining voters' fingertips for minimum 72 hours.	Content: 60-80 cc
10	Security bags/envelopes	Minimum size 31x46cm when closed, sealable flap to detect tampering.	
1	Glue stick	Standard, non-toxic, 20 g	
3	Note pad	Plain paper, A5, 50 sheets	
4	Pencils with eraser tip	HB, sharpened at delivery	
2	Pencil sharpener	Standard for HB pencil	
3	Pens	Standard Ball point pen	Colour to be stated
1	Ruler	Standard, plastic 30 cm	
1	Scissors	Standard 125 mm, right-handed	
1	String	Ball of string, 5m	

Source: UNDP/IAPSO

Appendix 3

Procurement Lot	Description of the lot	Item no.	Item description	Quantity	Inputs required	Estimated price (CPT), USD	Type of procurement (ITB/RFP)	Deadline to receive final supply req'mts	Deadline for issuing PO	Minimum time req'd PO to on-site, weeks	Req'd on-site date (latest)	Procurement office	Comments	Work plan for procurement agent
1	Training materials for voter registration	1.1	Training kits	320	Contents of the kit to be confirmed by Management body	190,200	ITB	May 1	May 24	5	01-Jul	IAPSO	EMB will have to provide samples of ID-cards and all the forms and manuals that are needed. This will have to be communicated to them. Approved by UNDP CO	1. Specifications will have to be defined 2. Tender process 3. Freight arranged 4. Monitor contract VERY URGENT
2	IT equipment for EMB branch offices, EMB operation room and the UNDP electoral support office	2.1 2.2 2.3 2.4	Computer/workstation Network enabled printer Toner black Modem	46 23 23 20	IAPSO will provide specs	75,000	RFQ/ LTA	May 22	June 22	3	15-Jul	IAPSO	Final approval by UNDP CO is pending	1. Specifications will have to be defined 2. Tender process 3. Freight arranged 4. Monitor contract URGENT
3	Fax machines for EMB branch offices and EMB operation room	3.5	Fax machine	40	IAPSO will provide specs	60,000	RFQ/ LTA	June 1	June 8	4	15-Jul	IAPSO	Final approval by UNDP CO is pending	1. Place PO - LTA

4	IT equipment for voter registration data center	4.1 4.2 4.3 4.4 4.5 4.6 4.7 4.8 4.9	Main server Workstation/compu ter Scanner SCSI color Network enabled laser printer Toner for laser printer Laser printer 50 ppm Backup tapes 20/40 GB Online UPS Spare parts and network components	1 70 1 6 12 2 12 1	Requireme nts and specs to be verified by EMB	335,000	ITB	May 20	June 8	5 tbv	15-Jul	IAPSO	Final approval by UNDP CO is pending	1. Specifications will have to be defined 2. Specs will have to be double checked by IT department 3. Tender process 4. Freight arranged 5. Monitor contract URGENT
5	Generator for voter registration data center	5.1	Generator kVA?	1	Requireme nts needed from EMB; Specs from IAPSO	37,500	RFQ	May 20	June 8	5 tbv	15-Jul	IAPSO	Final approval by UNDP CO is pending	1. Specifications will have to be defined 2. RFQ 3. Freight arranged 4. Monitor contract URGENT
6	Photocopier for voter registration data center	6.1	Photocopier network enabled	3	IAPSO will provide specs	10,000	RFQ/L TA	May 20	June 8	5 tbv	15-Jul	IAPSO	Final approval by UNDP CO is pending	1. Specification will have to be defined 2. Place PO - LTA
7	Indelible ink for marking the voter's finger	7.1	Indelible ink	27000	Requireme nts from EMB/CO; specs from IAPSO	202,250	ITB	Octob er 1	Nov-01	8	01-Feb	IAPSO	Final approval by UNDP CO is pending	1. Specifications will have to be defined 2. Tender process 3. Freight arranged 4. Monitor contract
8	Security bags for transporting sensitive materials on election day	8.1	Security bags	27000	Requireme nts from EMB/CO; specs from CO/IAPSO	32,500	RFQ	Octob er 1	Nov-01	8	01-Feb	IAPSO	Final approval by UNDP CO is pending	1. Specifications will have to be defined 2. RFQ 3. Freight arranged 4. Monitor contract

Source: UNDP/IAPSO