Annex to the thesis:

1- Comparative table
2- Suggested Organigram for the NEA
3- TOR for the different departments of the executive branch

<table>
<thead>
<tr>
<th>Country/ topic</th>
<th>India</th>
<th>South Africa</th>
<th>Mexico</th>
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<tbody>
<tr>
<td>Recruitment and appointment of the</td>
<td>India</td>
<td>South Africa</td>
<td>Mexico</td>
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<td>head of the management body for</td>
<td>A Chief Electoral officer and two commissioners are appointed by the</td>
<td>five members, one must be a judge. They are appointed by the President of</td>
<td>At its central level, (IFE) is composed of a governing body of 8</td>
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<td>election (CEO, DE, ES)</td>
<td>President of the Republic on the recommendation of the National</td>
<td>the Republic on the recommendation of the National Assembly...from the</td>
<td>councilors and a councilor-president all nine elected by the lower</td>
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<td>(no int’l standard, he should act</td>
<td>Assembly...from the inter-party committee who examine a list of at</td>
<td>The IEC is headed by a Chief Director of Administration, who is</td>
<td>chamber of Parliament by a special two-third majority of its members</td>
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<td>impartial, transparent and in a</td>
<td>least eight nominations. Commissioners are appointed for a 7-year</td>
<td>appointed by the IEC The Chief Director of Elections appoints all</td>
<td>from among candidate (academic, legal or others) proposed by</td>
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<td>professional t manner</td>
<td>term, which can be renewed.</td>
<td>electoral officers under his jurisdiction.</td>
<td>parliamentary groups., six new councilors were added with</td>
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<td>voice but without vote in representation of political parties from</td>
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<td>the six parliamentary groups.</td>
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<td>The councilor-president is elected separately and is the only one who</td>
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<td>can be reelected for a second 7-year mandate. The councilor-president</td>
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<td>is the chief executive of elections.</td>
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<td>The IFE General Council elects an</td>
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<tr>
<td>The inter-institutional cooperation for the conduct of elections</td>
<td>INDIA</td>
<td>South Africa</td>
<td>MEXICO</td>
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<td>There is a constitutional mandate for inter-institutional cooperation on elections. “The President, or the Governor of a State, when requested by the Election Commission, make available to the Election Commission or to a Regional Commissioner such staff as may be necessary for the discharge of the functions conferred on the Election Commission.</td>
<td>The South African constitution makes provision for the provisions of assistance to the Electoral Commission (IEC). The IEC, co-operates pro-actively with a number of different institutions in order to deliver elections. South African electoral law also makes provision for political liaison committees (PLCs) to be established at national, provincial and municipal level which act as consulting, as well as dispute resolution. The PLCs are not decision-makers structures, but are regularly convened to meet with the IEC to discuss electoral matters.</td>
<td>In a federal system with a complex and decentralized electoral administration, the cooperation among numerous agencies of government at federal state and municipal level is of paramount. And it is established in the law that all relevant institutions shall cooperate with electoral authorities in supporting the electoral process. For an electoral management body (EMB) to maintain close cooperation with other electoral stakeholders so they can guarantee their support for its policies and programs and to strengthen their confidence in the EMB. This is particularly relevant for the political parties and candidates as the main contenders of the electoral competition.</td>
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<td>Recruitment and appointment methods of polling staff</td>
<td>India</td>
<td>South Africa</td>
<td>Mexico</td>
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<td>In the Indian context the Presiding Officer, is delegated by the Returning Officer of each constituency who makes a request for poll officers to assist in the conduct of the polls at the polling station. Electoral officers are commissioned on election times to the Electoral Commission from other offices of government at the federal, state or local levels. There are Polling agents of the candidates watching over the conduct of elections at the polling stations; in addition to electoral observers that are appointed by the IEC among public servants.</td>
<td>The Chairman of the Independent Electoral Commission (IEC) In consultation with the commission appoints a president, vice-president and as many voting officers necessary; in addition to a counting and deputy counting officer for each polling station. A person cannot be appointed as an electoral officer if they are a candidate, or agent for that given election. Political Party Liaison Committees is responsible for the transmission of the nomination of candidates’ applicants and list of candidates from all layers of society to Provincial and District Electoral Officers that is made by the IEC Chief Director of Administration. Each political party running for the election can appoint two party agents per polling station to monitor elections plus another four to monitor how results are being processed. The duties of these monitors is extended to receive and file complaints. Under a Chief Director of Monitors in each district, additional monitors are appointed to oversee the electoral operation, mediate in resolving disputes and can also present complaints to the electoral officers.</td>
<td>Mexico is a federal state with a complex electoral administration: federal and state level. There are separate electoral commissions at each level The required number of polling station officers is selected at random within each electoral section (an administrative division within the constituency). The national electoral authority in January of an elections year drawn a list of all citizens who are 18 and over, born on a given month sorted by lottery. Selected citizens are notified and trained by the electoral authority at a given time and place. After this training the list is cleared from the dead, the sick, migrants or the illiterate. In March of election year a second and shorter list is drawn from the cleared list of all citizens whose family name starts with a given letter of the alphabet. It is from this second list that poll workers are selected. The list is broken down at the district/section level during the first half of May. On May 15, selected pool workers are allocated to specific polling centers and stations and their names are published the following day.</td>
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<td>Subnational structure of the EMB</td>
<td>India</td>
<td>South Africa</td>
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<td>The Secretariat at New Delhi is the only independent electoral machinery in the field. The staff is temporary seconded of civil servants from all governmental institutions at federal, state, regional and local level. The (ECI) in consultation with the State Government appoint a Chief Electoral Officer who select the District Electoral Officers (DEO). The ECI at national level shall approve the dismissal of the State chief electoral officers. The main electoral activity takes place in the 500 districts, with an average of 1.3 million registered voters in each district. The office of district magistrate plays the pivotal role for the ECI who will perform key electoral duties as the team leader of all district and sub-district level officials. Under the DEO there are constituency officers at the constituency level who shall be officers of government or a local authority. Finally there are Sector Officers and Polling</td>
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<td>The Chief Director of Administration, who is appointed by the IEC will act as the head of administration and the IEC's accounting officer. The Chief Director of Elections in consultation with the Commission shall appoint officers and employees necessary for the effective conduct of elections. At the Sub-national level, there are nine provincial electoral offices headed by a Provincial Electoral Officer and deputy who led provinces. At the lowest level of the administration there are Presiding Officers who appoint other polling station officers.</td>
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<td>In the electoral field, there is the Federal Electoral Institute (IFE) with headquarters in Mexico City and 32 branches (one per each state) called State Local Councils, the membership of which is appointed by the IFE (192 citizens as a whole) from among professional and impartial personnel. In the 300 electoral districts, sub-national offices under the Local Councils are placed. The federal electoral authority is responsible for federal elections: Presidential, Chamber of Deputies and Senate. IFE includes at each territorial level three different kind of divisions: a governing body or council, an executive office and a vigilance committee formed by representatives of political parties. The Executive Local Committee (a separate electoral administration) headed by the chief electoral officer who is often appointed by the state legislature is responsible for the Sub-national elections for state governors, state legislature and municipalities under their own state rules. There is a separated electoral judiciary different from the common judiciary. Within the specific electoral judiciary –in</td>
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## Transmission and announcement of Preliminary results

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<th>Country</th>
<th>Description</th>
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<td><strong>INDIA</strong></td>
<td>The Election Commission of India (ECI) applied the information technology as a way of handling the mammoth scale of elections in the country. The increase use of electronic voting machines (EVMs) at all polling stations. The use of EVMS at all polling stations meant that the results were available within hours after the count started. Each registered voter is issued with a photographic ID card to enable him/her to vote freely, parallel with two separate electoral administrations- there is a federal judiciary, Federal Electoral Tribunal, with five branches, one per each district or constituency in which the country is divided for the election of members of parliament. There are also State Electoral Courts, one for each of the states and the Federal District. They are integrated into the state judiciary, they are responsible for adjudicating complaints and appeals regarding governorate, state assemblies and municipal elections.</td>
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<td><strong>South Africa</strong></td>
<td>Preliminary results are announced by the Electoral Commission on election night from a Result. After the close of polling stations, counting happens at the same voting stations. After the count, results slips are completed and counter-signed by party agents at the polling station. The counting officer announces the provisional result and place a copy of the result slip at the door of the polling station. The results are captured on the result slip at the office of the municipal electoral officer as well as scanned into the system. If no discrepancies</td>
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<td><strong>Mexico</strong></td>
<td>Once the counting of the vote at the polling station is finalized, the presiding officer have to install a copy of the slip with results form that different mechanisms have been put in place for public information at a visible spot outside the polling site. Most importantly, the federal electoral authority (IFE) operates a Program for Preliminary Electoral Results (PREP), which allows for aggregate results coming from each of 300 Electoral District Councils to be electronically transmitted to a National Center. The results is</td>
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and at the same time to prevent falsified and multiple voting. Copies of the electoral registers are made available to the political parties on CD-ROM for checking and for use on elections days. The quick transmission of results, through the use of computers at over 400 vote-counting centers allowed the results to be processed instantly and made available to the public.

are found that result is declared and made available to the media at the Results Operations Centre and to the public through the website.

According to the law, the Commission will decide on all complaints on results before final results are considered definite. Official final results are announced by the Commission within 7 days of an election. Final official results cannot be announced sooner than 9 pm of the second day after the voting day. If an appeal on final results is filed before the Electoral Court, this would not preclude the announcement of results by the Electoral Commission, which might have to modify the results if that were the case after a ruling by the Court has been issued.

transmitted from this National Center toward a National Media Center as to the IFE website. Normally announcement of preliminary results through this procedure has reached around 50% of all results by midnight of elections day, and been completed the day after.

Mexican law allows for the conduct of exit polls during the voting day as well as of quick counts of the vote while the vote is being counted at the polling stations. The law allows that governing body (General Council) of the IFE may hire special statistical studies in order to have early statistical projections on results. The findings of such studies are made available to political party representatives accredited before the IFE.

When preliminary results have not been contested, the results become definite four days after the electoral authorities have completed the aggregation of results (as there is a 4-day deadline to file complaints). Or if a complaint against results has been filed, the results would only become definite once the dispute resolution has been made according by the Electoral
<table>
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<th>Dispute resolution and adjudication of results</th>
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<th>South Africa</th>
<th>Mexico</th>
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<td>Dispute adjudication on results is handled by ordinary judiciaries. Challenges to results can be filed before the High Courts on a first instance, and as appeals to the Supreme Court in a final instance. Once the administration of the election process starts under the supervision of the Electoral Commission of India (ECI), no court of law can stop the process. Any election petition can be presented to the High Court or appeal to the Supreme Court, only after an election is concluded. The ECI itself investigates into any accusations of procedural irregularity or violations of the electoral law and if any irregularities have been noticed, The ECI has the power to order a re-poll at polling stations or in a whole electoral district. It may also postpone any poll for a few days. Complaints can only be presented by political parties or</td>
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<td>According to the 1998 Electoral Act, the (IEC) commissioners and its subordinate officers are authorized to resolve objections, appeals and code of conduct disputes through conciliation. However election petitions are heard by the courts, any concerned parties must submit complaints within 48 hours of the announcement of results. Then there is an Electoral Court that acts as the final court of appeal against IEC decisions. Any interested party may file after the Commission an objection that is material to the determination of the final result of the election. The objection must be made to the Commission twelve hours after the closing of the polling centers. The objector affected by the decision of the Commission may appeal to the Electoral Court. The Electoral Court must consider and decide the appeal and notify the parties to the appeal of its decision. The result of an election is not postponed pending the decision of the Electoral Court.</td>
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<td>Federal Court (TEPJF) within the deadlines established by the law</td>
<td>Mexico</td>
<td>Only political parties are entitled to lodge a challenge regarding procedures on the results of federal elections, this process is allowed for the period of four days starting the day after the vote counting was finalized. And this is governed by a special law. The central instance of the Supreme Electoral Court (TEPJF) is the adjudication authority concerned with challenges on the presidential elections, where the challenges to results should be resolved before the last day of August (the election is in July). The regional branches of the TEPJF are responsible for the adjudication of the challenges of the lower elections and the Senate taking place within their own jurisdictions. In the case of parliamentary elections, an appeal against decisions by the regional courts can be lodged before the high central instance of the TEPJF. Such appeal should be resolved, at the latest, three days prior to the inauguration of the two chambers of parliament end of</td>
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candidates.

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<th>August of election year. Final results of elections shall be considered definite once the decision by the central instance of the TEPJF is made public.</th>
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<td>If there is serious irregularity has occurred concerning any aspect of an election, the Commission or the Electoral Court may order that the votes cast at a particular voting station do not count in whole or in part; so it can be deducted in favor of that registered party in that election.</td>
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Annex 3

TOR for the different departments of the executive branch

Legal Unit:

This Sector consists of the head of the legal department and the number of staff needed to carry
the main functions as follows:

1 - Receive complaints and appeals related to the electoral process, validated them and remove
the causes.

2 - Preparation of manual procedures for complaints and appeals with an integrated system for
all stages of the electoral process. This sector will coordinate with the department of political
entities regarding complaints of candidates, and with the Department of the register of voters
regarding voter registration appeals, in addition to complaints about the results.

3 - Assign two employees to receive complaints from political entities and citizens throughout
the electoral cycle, this department will be responsible to follow the mechanism in place and
provide to each owner of a complaint a receipt where a number is identified, than prepare a list
with a legal opinion of the Commission.

4 - Coordinate with the Department of electoral information to allocate a part of the media
campaign about the system of complaints and appeals.

5 –Submit the cases to the various judicial bodies” the Supreme Administrative courts”
previously mentioned in the constitution.

The electoral administration will be divided in the following three sectors:

Department One: Operations and logistics
The main task of this department is to coordinate and follow up the functions related to the operation and logistics that use to be carried by the Ministry of Interior through regular meetings. It is advised that the head of this department might have previous experiences in elections and administration, this person should be a member of the General Secretariat, due to the difficulty of this task and the necessity to perform multiple tasks. This section can be divided into several sections:

**a- Logistics Support Section :**

Consisting of a head section and experienced number of employees to carry the following duties:

1. Coordination with the local commission offices the preparation of the most important requirements of non-sensitive and sensitive electoral materials that should be available on the day of the election based on the number of voters in the province, constituency and every polling station within the same constituency (such as forms, lists of candidates, ballot boxes, voter rolls, locks, ink, manual instructions, etc., ...).

2. Draft a logistics plan with the local offices for the distribution of electoral materials before polling day that secure safety of these materials, as well as a plan to return the material after election day.

3. Coordinate with the civil registry office in order to inform the Commission of all the variables that may arise during the voter registration process for updating the voter register.

4. Develop a plan to provide an integrated logistics map to the chief electoral officer for approval.

5. Cooperate with the Ministry of the Interior and other institutions involved in determining the
number of constituencies, polling stations and locations as well as the general committee’s location

b- Database Development and Management Section (Management of the voters' register)

This department will Consist of a head section and three employees specialist in data management

1 - coordinate regularly with the Ministry of Interior, the army, the police, the prosecutor general office, the Ministry of Health and the committee at a governorate level to prepare a plan for voter registration taking into consideration complaints and appeals involved

2 – Formulate the procedures for updating the voters' register (deletion, adding and amendment), than submitted to the General Secretariat for approval.

3 – Formulate the procedures for updating the voters' register and the out of country voting and submitted to the General Secretariat for approval.

5 – Update the voter registration database in the EMB Website.

6 - Coordinate with the lower courts in the provinces to regulate the disposition of appeals on voter database, and follow-up with the administrative courts and the security directorates in the case of the verdicts to make modifications to the database.

c- Training and procedures section:

This section consist of a head of section and three employees or more who will be responsible to carry the following duties:

2 – The preparation of guidelines for supervisors of polling stations and officers.
3 - Preparation of a training plan for polling staff, provide them with appropriate training materials and set up workshops to clarify the roles of workers in the polling stations.

4 - Preparation of a guide for the process of counting in a simplified manner

5 - Provide manuals and training plan to the General Secretariat for approval.

6 – Integrate the special measures to disabled and blind voters 

7 – Provide manual and training to the head of general committees at the constituency level

8 – Coordinate with the Ministry of the Interior and the army on their role during Election Day.

9 – Create a unit that will communicate with all polling officers in the provinces prior and during elections by mobile devices to answer all their questions and concerns concerning procedures.

2- Department Two: The department of public outreach:

Consists of the head of the department and his deputy. The electoral authorities are the only ones who have all the basic information of the laws and regulations pertaining to the electoral process as a whole, and any matter related to the electoral contenders (political parties and voters; therefore the media remain a key player in the success of any election. This section will reinforce the media role in supporting the electoral organization to communicate to the public, political entities and others the requirements and procedures for the nomination and registration of political parties and their agents and observers, the access to polling station as well as dealing with the civil society organizations, local and international.

a- Voter education section:

Consisting of a head section and at least three employees who will perform the following duties:
1 - Develop a plan for a media campaign to educate voters about all electoral procedures starting with voter registration and ending with the announcement of the results by using all the means available to the media taking into account the timing.

2 - Coordination with the department of procedures and training in the development of a plan to educate voters about how, when and where they should vote.

3 - Coordination with the section of the voters registration to design a special media campaign to educate voters on the voter registration procedures, view records and appeals; in addition to a campaign regarding the Out of country voting and out of governorate voting

4 - Create a plan programmed by time zone for press conferences dealing with all electoral events in a transparency manner, for example, the preparation of a news conference before starting the update of the voter register, as well as a conference after the completion of the update process and decision of appeals and in the same context with all electoral events (Out of country voting, internal voting, announcing of results….)

5 - Cooperate with the Ministry of Interior in order to customize the number of observers to monitor the electoral silence period.

6 – Regulate the governing of the election campaign on the basis of equality to distribute the time available in the media.

7 - Follow up the publication of the regulatory decisions of the Higher Committee in the Egyptian Gazette, as well as the publication of electoral news.

b- Political entities Sub section:

Consists of the head of the section and four employees

1 – Preparation of the procedures for the registration of political entities that wish to compete in the electoral process in cooperation with the responsible judicial bodies, with emphasis on the
approval of the Supreme Committee on these measures, and coordinate with the legal department to provide lists of candidates before the appropriate period.

2 - Preparation of the code of conduct for political entities, which will require the approval of the board of commissioners.

3 - Design a plan for the registration of candidates with all the forms and requirements for this purpose in coordination with the relevant government bodies to develop regulations on complaints and appeals procedures.

4 - Provide the political entities of all rules and regulations issued by the Supreme Committee for Elections procedures such as filtration and complaints, the electoral system and others.

5 – Design the symbols for electoral candidates and political parties.

c- Foreign Relations Section:

This section will consist of the head of section and four public relation staff, their duties will be as follows:

1 – Regulate the registration and follow up the processes of local and international Observers during the electoral process, including the granting of special permits in accordance with the law.

2 - Coordination with local and international organizations to provide educational support for all stages of the electoral process based on the procedures for the Higher Committee in addition to the follow-up activities of these organizations.

3 - Contribute to the preparation of a plan to vote abroad in coordination with the Ministry of Foreign Affairs and other government agencies and other departments in the Supreme Committee.
3- Department Three: Administrative and financial Department:

This department consist of a President and Vice President of the sector to Handel financial and accounting matters including the management of Budget and personnel.

a- Section of Human Resources:

Consists of the Head of section specialist in administration, and three qualified staff, and the most important duties of the section:

1- Preparation of the organizational structure of the Commission in a flexible manner to accommodate tasks required as needed and endorsement of any structural amendments.

2- Develop a strategy and plan regarding the personnel management and training.

3. - Archive all documents electronically and manually.

4 – Issue contracts for permanent and temporary employees.

b- Section of Finance and Accounts:

Consisting of a head section (financial qualifications) and two employees and the most important duties of the section:

1 - financial management and employees own staff, individuals and daily needs.

2 - Preparation of the operational budget of the Commission.

3 - Preparation of the budget needed to conduct the elections of all kinds, ranging from the voter registration period and ending with the announcement of the results and subsequent actions such as moving and storing materials and provide the budget to the General Secretariat for approval by the Supreme Committee.

4 - Preparation of a special budget related to the media campaigns at all phases of the
electoral process, the process of updating voter registers. Nomination process, the voting
process,

5 - Coordinate with all departments in the Commission for the preparation of the budget covers
all the details of the electoral process, as well as coordination with all government agencies and
ministries involved in the electoral process, such as the Ministry of Interior and the Ministry of
Administrative Development, and others.

6 - Prepare a special budget for the voting process abroad in coordination with the Ministry of
Foreign Affairs and the Ministry of Administrative Development and other government agencies,
with obtaining the approval of the General Secretariat of the Presidency of the Commission.

7 - Follow-up and coordination with the Ministry of Finance to make sure the allocation of
budget for the electoral process from the state budget in a timely manner.

c- **Section of Procurement and Contracts:**

Consisting of a head section and the two staff members experienced in this area, and the
most important duties of the section:

1 – Develop request of proposals requested for the procurement of all purchases and
electoral materials needed to conduct the elections as well as materials for the process of
voter registration update.

2 - Preparation of lists of materials processed from the government budget or local and
international companies in coordination with all relevant government agencies to
elections.

3- Manage the archiving and organization of warehouses........