

Step 7. Plan for effective project management

Focus of this chapter: Review practical issues to be considered in preparing and carrying out CFM, with special attention to staffing issues and budgeting.

Content of this chapter:

- Different ways of organising CFM initiatives, and those working on them
- Project team trainings
- Making CFM projects internally gender-sensitive
- Developing a timeline and budget for the project
- Addressing communication issues
- Security concerns

Most initiatives are improved by good planning, and by careful thought in advance concerning how different tasks will be carried out. CFM projects are no exceptions. This chapter explores the lessons learned from different CFM projects around the world regarding the most effective way to organize a CFM project. Naturally, there is no model one-model-fits-all and your organizational structure should be arranged so as to fit the goals and intended outcomes of the project, as well as the other considerations regarding how the monitoring should function (see Developing a monitoring methodology in eight steps). Even so, those wishing to carry out CFM can learn a lot from the experience of those who have already done so.

Conducting a risk analysis

At an early stage in the preparations for a monitoring project, it is strongly advised that you carry out a risk analysis to anticipate what risks the project may face, how such risks can be prevented, and how risks can be mitigated and their impact minimized if they should occur.

An analysis of this kind will allow you to develop your CFM project proactively anticipating potential risks and considering how they can be prevented and mitigated. A brief example of such an analysis is shown in the table below.

TABLE 19. EXAMPLE OF A RISK ANALYSIS

Potential risk	Probability	Impact if occurring	Action to prevent risk	Action to mitigate risk if occurring	Comment
Political parties refuse to share information about campaign events in advance	High	Medium	Initiate early contacts with parties to explain project in non-threatening manner	Monitor social media for information about upcoming events	It is likely that party X may refuse to give this information, while party Y may be more open.
Advertising companies fail to provide information about campaign adverts	Medium	Medium	Contact early to explain project, explain that companies will not be named in reports	Monitor advertising independently	If possible, establish company willingness in advance
Local party supporters threaten Field Monitors	Low	High	Take out adverts explaining purpose of monitoring	Ensure that Field Monitors can quickly report any threats	See page 106 for further security considerations

Organizational structure

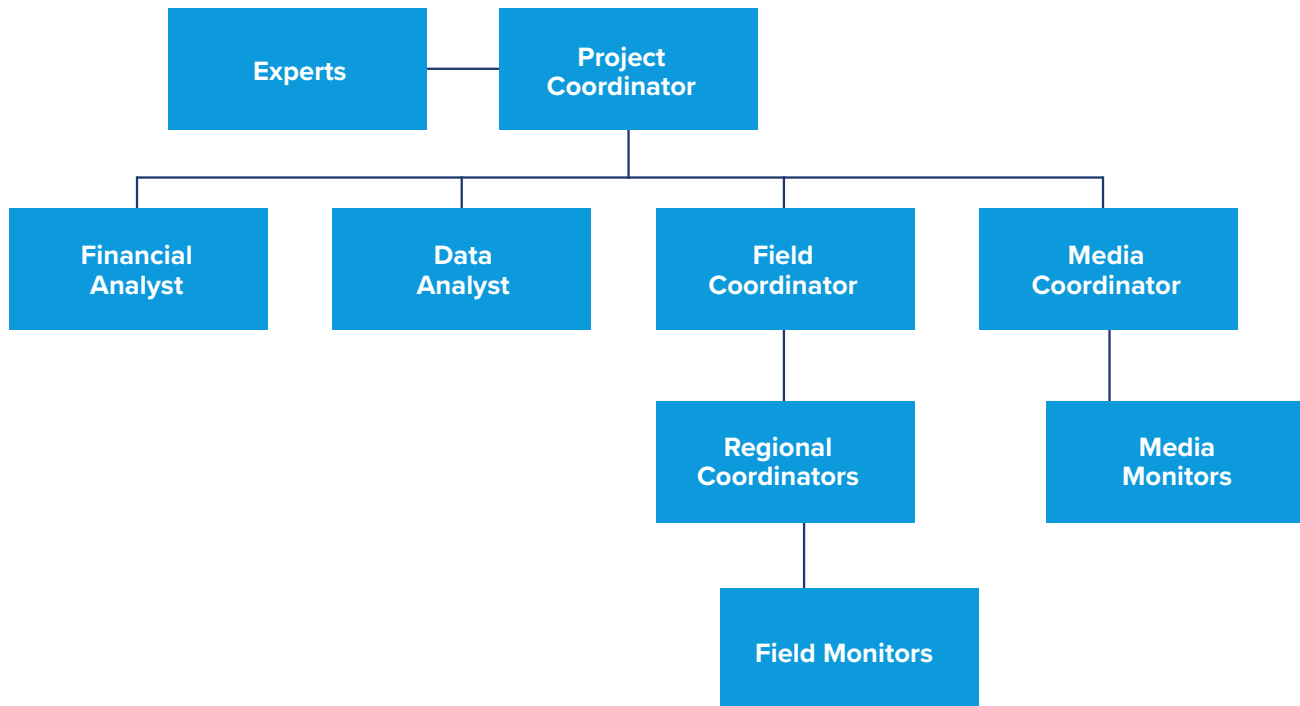
The first thing to consider is who should be involved in the project, what their respective roles should be, and how they will communicate with each other. Getting the organizational structure right is important for all monitoring projects, but its importance increases the more people are involved in a project. The 2004 CFM project in Mongolia included a total of 50 participants including teams for monitoring campaign events and the media and a separate analysis team.²¹⁷ The 2014 CFM project in Tunisia included, at its peak, nearly 90 people, with about 60 working within the 2010 project in Afghanistan. Other projects are based on a smaller group of people; particularly where projects do not include Field Monitors, the number can be kept quite low. An example was the monitoring of the 2021 parliamentary elections in the Czech Republic where the monitoring team had 15 members from different organizations.²¹⁸

Naturally, the most appropriate staffing structure for a CFM project will vary by case. Figure 23 shows a structure that, with some variation, has been used in a series of CFM projects, from Afghanistan to Tunisia to Ukraine. It is based on a small core team that receives and analyses data, and which leads the work of the Field and (when applicable) Media Monitors. The different positions can be held by one or several people, depending on the scope of the project.

²¹⁷ Open Society Forum et al (2004) page 7.

²¹⁸ Transparency International Czech Republic (2021).

FIGURE 23. SAMPLE ORGANOGRAM FOR CFM PROJECT



Field Monitors

While there are exceptions (including some of the abuse of state resources monitoring efforts by Transparency International Georgia), most CFM projects in the past have relied heavily on Field Monitors, that is, individuals who monitor what is happening in the monitored area for a designated period. The work of CFM Field Monitors is largely similar to that of Long-Term Observers (LTOs) in traditional election observation missions, and as with LTOs, the main advantage with Field Monitors in a CFM project is that they can be the eyes and ears of the project on the ground, providing information that would otherwise be unavailable. The main difference between LTOs in classic election observation and CFM Field Monitors is that the latter tend to have more targeted tasks, and are often deployed for longer periods (for examples of different lengths of CFM field monitors' deployment, see page 85).

Most of the work of Field Monitors tends to focus on monitoring the actual campaigning as it happens. In many cases, it has been found to work best when their work is based on a mix of previously decided activities, such as regularly visiting designated streets to monitor billboards or monitoring public institutions for evidence of abuse of state resources, and case-by-case monitoring requested by a regional coordinator, for example, of campaign events that have been announced in the media, or public events such as the launch of a new public health initiative (see the section *Monitoring campaigning at public institution events* above). Field Monitors should also keep their eyes and ears open regarding any activities that fall within the scope of the CFM project. Exactly how formalized or flexible the work of Field Monitor should be decided before monitoring begins and must be clearly communicated to them during training.

The number of Field Monitors used in CFM projects has varied significantly. One 2020 CFM monitoring project of the Edo and Ondo Gubernatorial elections in Nigeria included as many as 140 Field Monitors.²¹⁹ For the 2009 parliamentary elections in Lebanon, the entire country was monitored using a total of 79 Field Monitors. About half of them carried out their monitoring over ten months, with the entire force deployed for four months.²²⁰

More modest in this regard was the 2012 monitoring of the parliamentary and presidential elections in Serbia, which relied on 21 Field Monitors in Belgrade and other cities. For a Ukrainian monitoring project the same year used the same number of field monitors. The monitoring of the 2014 local elections in Slovakia relied on two volunteer monitors

²¹⁹ JDPMC (2020) page 14.

²²⁰ LTA (2010) page 25.

in each of the eight regional capital cities, but this project focused more on analyzing official reports by political parties and candidates rather than on independent monitoring of campaign spending. The PPMG pilot project on monitoring abuse of state resources in areas of ethnic minorities in the Georgian 2016 elections included seven field monitors.

Somewhere in-between was the 2014 parliamentary monitoring effort in Tunisia. Like the Lebanese case, they started with a lower number of monitors before the start of the official campaign, and then increased this number once the campaign started, allowing them to cover a longer period before the campaigning started officially, but also to have a higher number of monitors during the most active campaigning period. Around 30 Field Monitors were used to cover the six selected governorates, increasing to nearly 50 during the campaign itself.

Field Monitors' levels of activity also vary. In most CFM projects the monitors have worked full-time in their monitoring capacity. In the Lebanese case however, they only toured their respective monitoring areas every other week during the pre-campaign period, and once a week during the campaign period itself.²²¹

Field Monitors should be provided with set checklists so they know exactly what information to capture. Such checklists should be developed by the core team and can be inspired by the sample checklists in this guide, starting on page 126.

Regional Coordinators

If there are many Field Monitors, it is impractical to have them all report to a central Field Coordinator, and such an approach could lead to bottlenecks and delays in identifying key findings, as well as problems with the monitoring process.

Perhaps the highest number of Field Monitors per regional coordinator was in the 2009 Lebanese CFM project, where four coordinators shared the responsibility to support 79 Field Monitors (around 20 per coordinator). As mentioned above however, in this project the Field Monitors did not work full-time.²²²

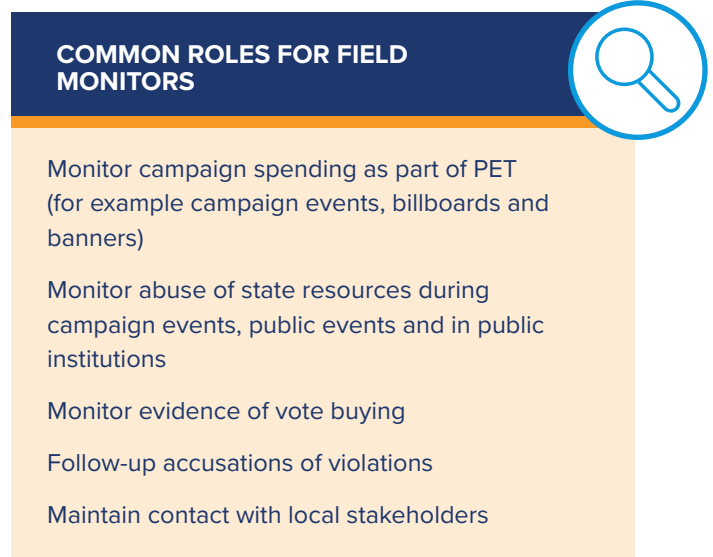
In Serbia in 2020, the Regional Coordinators were responsible for between 12 and 23 field monitors, while in the Tunisian project, using full-time monitors, five Regional Coordinators were responsible for between six and 11 Field Monitors each. In Ukraine in 2012, the three coordinators were in charge of five, seven and nine Field Monitors, respectively.

It is important that the Regional Coordinators communicate closely with their Field Monitors so that they can quickly identify any problems that may exist and respond directly in case of security concerns. In addition, the Regional Coordinators must be familiar with the political dynamics in their monitoring area so they understand the peculiarities where they are active, and can communicate to the core team in case general monitoring approaches would not work or need to be modified in their area.

Media Monitors (and Media Coordinators)

There are often distinct similarities between Media Monitors and Field Monitors in that their main role is normally to gather rather than analyze data. However, their roles differ in other ways. For one thing, Media Monitors are seldom required to go outside to carry out their assignment in the field; their work is normally done in front of a computer or television, or by skimming through newspapers. Media monitors also seldom need to carry out the monitoring in real time, unlike, for example, when a Field Monitors observe a campaign rally or door-to-door campaigning.

FIGURE 24. COMMON ROLES FOR FIELD MONITORS



²²¹ LTA (2010) page 25.

²²² LTA (2010) page 10.

Media monitoring is normally highly formalized, and thoroughness is often the main quality to look for in appointing a Media Monitor. The same goes for the Media Coordinator, in case the number of Media Monitors indicate that having a coordinator manage their work would increase the effectiveness and reliability of the data (if desired, the Media Coordinator can also serve as Media Monitor).

For information about the monitoring of spending on media advertising, see page 28 – 33. Media monitoring in relation to analyzing abuse of state resources is discussed on page 58.

Core team

Project Coordinator

Hierarchies can be limiting and reduce the creativity and innovation within civil society activity. Even so, the experience is that CFM projects need one person who takes the overall responsibility for activities being carried out, and who looks after all the work and the people carrying it out. Figure 25 gives an example of the responsibilities of the project coordinator (in this case in Tunisia), though naturally this will vary significantly between projects.

FIGURE 25. SAMPLE RESPONSIBILITY LIST FOR PROJECT COORDINATOR

Before the monitoring starts

1. Finalise the monitoring methodology
2. Develop monitoring and evaluation plan
3. Decide the project approach to media monitoring once project budget and campaign finance media regulations are known
4. Hire Data analyst, Financial Analyst and Field Coordinator
5. Together with Field Coordinator, hire Governorate Coordinators
6. Oversee selection of Field Monitors
7. Hire Media Coordinator if it is decided to fill this position
8. Develop training curriculum and materials for Governorate Coordinators and Field Monitors
9. Carry out training of Governorate Coordinators and Field Monitors together with Field Coordinator
10. Decide on media monitoring implementation plan based on recommendation from Media Coordinator
11. Coordinate project activities with activities in other projects
12. Coordinate project activities with the work of other relevant institutions
13. Submit narrative reports to donor as required by contract

During the monitoring

1. Debrief the field monitors after the first week of monitoring together with the Field Coordinator
2. Receive regular reports from Field Coordinator about the work of the Field Monitors
3. Receive regular reports from Data Analyst about the inflow of relevant monitoring data
4. Receive regular reports from the Media Coordinator
5. Maintain coordination with other projects and other initiatives
6. Ensure that pre-election report is developed and published
7. Submit narrative reports to donors as required by contract

After the monitoring

1. Debrief other project staff
2. Develop final report together with data analyst and other relevant personnel
3. Develop report evaluating the project and provide recommendations for future similar initiatives
4. Submit narrative reports to donors as required

Field Coordinator

If the CFM project is based on a small number of monitors, it may be most efficient for them to report directly to the Field Coordinator, who then keeps track of their ongoing activities and provides guidance as needed. However, as discussed above, if there are many Field Monitors, it may be preferable to have Regional Coordinators to support the monitors in the field, and to have these, in turn, report to the Field Coordinator.

The responsibility of this person is to keep a close eye on the Field Monitors (if necessary through the Regional Coordinator) to quickly and effectively identify any problems and cases to investigate further. Make sure that this person is available at most times and is responsive, both to Field Monitors and the Project Coordinator.

Data Analyst

Another important position is that of Data Analyst. In comparison to traditional election observation missions, most CFM projects contain a lot of data that not only needs to be collated, but also carefully analyzed. This is particularly the case if the monitoring focuses on campaign income and/or spending, even more so if the project includes parallel expense tracking (see Chapter 3). The data analyst may also be best placed to quickly identify if important data is not coming in from the monitors as anticipated and can then notify the project or observer coordinator. If your project involves a lot of data, you may need more than one Data Analyst. If so, make sure they communicate and work closely together to avoid overlaps and gaps.

Financial Analyst

This person does not deal with the finances of the project, but rather the finances of the political actors being monitored and/or the public finances (the latter in case of monitoring abuse of state resources). If the focus is on the financing of election campaigns, the Financial Analyst (if one is needed) should work closely with the Data Analyst. If the focus is on abuse of state resources, much of the Financial Analyst's time will be spent reviewing financial data received from public institutions regarding budgets and spending.²²³ For more information about monitoring public finances in the context of abuse of state resources ("budget monitoring"), see page 50.

There is most commonly one Financial Analyst in a CFM project, though the 2012 project in Ukraine used two.

Other roles

Depending on the goals, desired outcomes and campaign finance problems that the CFM project is set to address, you may wish to involve additional people in other capacities. Perhaps the most common role not mentioned above is that of a Legal Analyst, who reviews and comments on the existing legal provisions on campaign finance and/or areas such as abuse of state resources or vote buying.

While having a solid understanding of the current legal situation is essential, make sure that the legal analysis does not take up too much time or effort in the project, nor too much space in the reporting. While there are exceptions, the main impact that a monitoring project can have is often in collecting and analyzing data about the behavior of different actors rather than in reviewing the existing legal provisions.²²⁴

You may also need various support project members for the project, depending on the goals, project setup and of course, your budget. When the security situation is challenging, you may also wish to have a person who is directly in charge of the security of everyone involved in the project (see page 106).

²²³ Depending on the situation, the Financial Analyst may also need to spend much time getting hold of such data, for example, through Freedom of Information requests.

²²⁴ Making recommendations about legal reform can be an important part of a CFM project. In many cases, such recommendations are most effective if backed by firm data rather than simply by an analysis of the legal provisions themselves.

Project team trainings

Regardless of how well the project is planned and how carefully the people to be involved are chosen, the work will not be successful unless everyone involved knows what their tasks are and how they fit into the project as a whole. Training of everyone involved is therefore crucial, and neglect of the training stage will cause significantly more work later on (and may jeopardize the entire project).

As soon as the methodology is finalized, a training curriculum should be developed including overall goals and approaches, training agendas and materials. It is often advantageous to hold a workshop for the core team members as soon as they have started working to explain and discuss the overall goals and desired outcomes of the project and the respective roles of all core team members. Core team members also need to be aware of the legal framework for campaign finance in the country in question. This workshop can also be used to develop or refine the intended approach for trainings of further project personnel.

If Regional Coordinators are used in an CFM project, it can be advantageous to train them prior to training Field Monitors. If the Regional Coordinators come from or live in the areas where the monitoring will be carried out, they can provide highly valuable information about politics and election campaigning in their particular area, allowing for the methodology to be more suited to the situation on the ground. The main focus of this training should be less on the overall goals of the project and the nature of campaign finance, and more on their roles as Regional Coordinators, that is, how they should support the Field Monitors and how they should communicate with the core team. The Regional Coordinators should also be asked to review and make suggestions for changes to the training plan for Field Monitors.

The training of the Field Monitors has been the most important training in many past CFM projects. This is because if the Field Monitors do not know what to do, the project will often not be able to gather valuable information. In most cases, focusing their trainings almost exclusively on the practical role of their field monitoring has been valuable. Do not spend too much time on explaining the overall concepts of campaign finance or going into a lot of detail about the campaign finance regulations in the country, apart from regulations that are directly relevant for the Field Monitors. In the 2020 JPDMC monitoring project in Nigeria, the training of Field Monitors lasted between two and three days.

In general, the trainings should be as hands-on as possible, including the filling in of sample forms, role-playing and scenario discussions.²²⁵ A lot of time should be dedicated to answering any questions that the trainees may have. Monitoring checklists and other materials can also be refined on the spot based on suggestions from the prospective Field Monitors. For Media Monitors, their training should focus on their specific tasks, and on challenges that may arise.

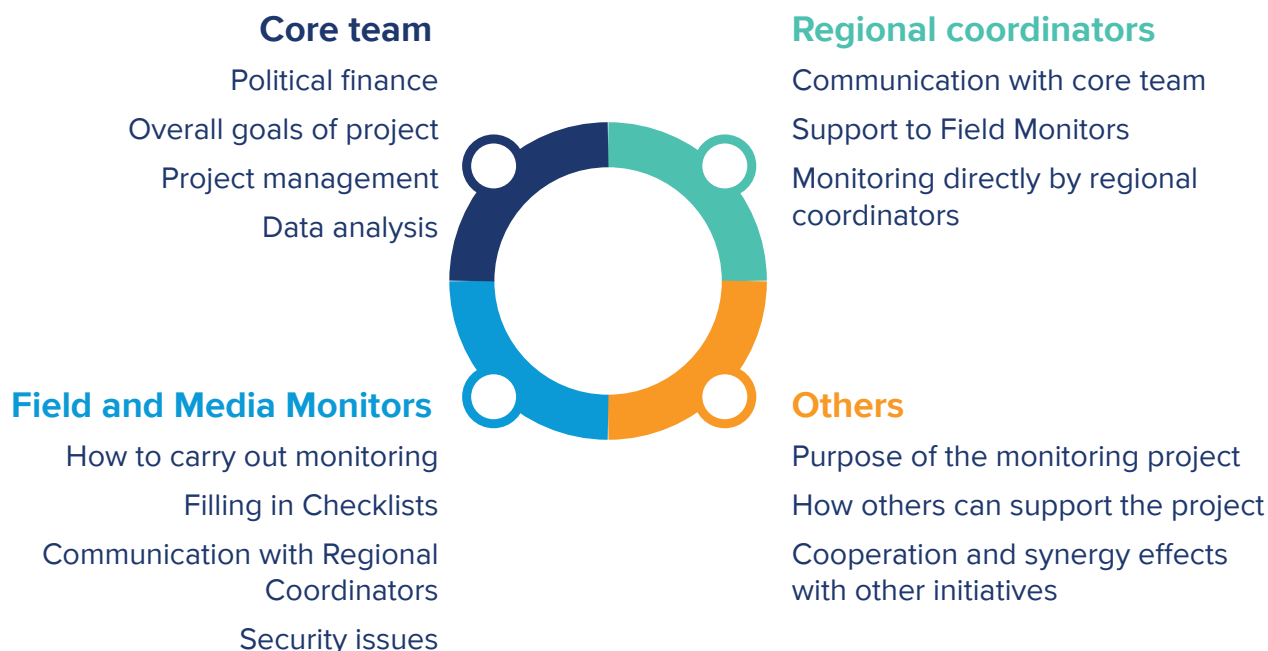
Apart from this, holding trainings for people outside of the direct CFM project should be considered. This could be trainings for media professionals and/or civil society groups about campaign finance regulations and how to discover and report cases of potential violations (either to the CFM project or to the authorities). Public information events can also be held concerning what is and what is not allowed in a particular country. Inviting outsiders to offer their knowledge in training to increase awareness about the work being carried out by CFM personnel can even be considered. For example, the Pera't Pultika monitoring network in the Philippines invited researchers and journalists to participate in their training of project members in 2007.²²⁶ In other cases, it may be preferred to separate events held within the project from those held with external stakeholders.

Remember to adjust the trainings to the needs of the different project members. Examples of areas to focus on are shown in Figure 26. All trainings should include a focus on security to ensure the safety of everyone involved at all times. See page 106 for more information.

²²⁵ During consecutive trainings of CFM personnel in Ukraine, one day ended with the Field Monitors being asked to go out and monitor billboards. As these trainings took place before the start of election campaigning, they were asked to monitor billboards by certain commercial companies instead of for political parties or candidates.

²²⁶ Pera't Pultika (2007) page 8.

FIGURE 26. EXAMPLES OF CONTENT OF PROJECT TRAININGS



Making the CFM project internally gender-sensitive

Starting on page 76, we discussed how campaign finance monitoring can and should consider issues of gender equality and campaign finance. As important as it is for CFM projects to consider gender inequalities in the campaign finance and election campaign environment, these projects in and of themselves should themselves strive to break down barriers between women and men and ensure that the monitoring work does not perpetuate existing gender imbalances.²²⁷

The various considerations regarding the organizational setup of a CFM project have been discussed at length in this chapter. In the selection of persons for all positions, including core team members, regional coordinators (if used) and monitors, those responsible should strive for a balance between women and men. This includes ensuring that women are not only included in more junior positions, but also in leadership positions.

Just as financial support to candidates and campaign activists can have an impact on the participation of women and men, the same applies to those participating in a CFM project. Consider if the financial support given to CFM participants (including Field Monitors) may have an impact on gender equality, both quantitatively and qualitatively. Especially in societies where women are considered to have a particular responsibility for household tasks including childcare, such perceived responsibilities should also be considered when deciding on CFM work responsibilities of team members, including the time of day when different tasks are expected to be carried out. In cases where university students may be particularly recruited as Field Monitors, consider the gender balance amongst them.

The perspectives of adopting a gender angle on campaign finance monitoring discussed on page 76 also has implications for how the monitoring is designed. If a PET approach is adopted to monitor campaign spending (see page 17), then this can be used to disaggregate spending by male and female candidates. This requires, however, that the system is set up so that it allows for gender coding of the candidates in the PET system.

This also applies to the possibility of disaggregating donor records by gender – unless such information is directly available in donation records published by the public oversight institution (and it will very seldom be available), consider how a system can be created that assigns gender to donors and disaggregates the value of their donations.

²²⁷ The same relates to barriers for non-gender conforming persons.

Organizations wishing to monitor the role of money in campaign finance are encouraged to carefully consider the overall position of women and men in their society, and how this can impact both the monitoring focus and the setup of the CFM project itself. Engaging with CSOs that specifically focus on gender equality in the country can provide valuable insights into possibilities for gender-sensitive monitoring. There are no set answers on this issue and few previous experiences to draw on, so anything you do will be innovative. Consider sharing your experiences of including a gender perspective of your campaign finance monitoring on for a such as iKnowpolitics.²²⁸

Timeline

You will also need to plan for the amount of time that all aspects of the CFM project will take. How long it will take to plan the project will, for example, impact how far ahead of time the core team members need to be working before monitoring, and when different other persons need to be selected, trained and deployed.

In deciding on the project timeline, it is of course essential to consider the most important times for campaign finance activities. What is the most important will depend on the focus of your particular monitoring project, but Table 20 may serve as inspiration.²²⁹

TABLE 20. ESPECIALLY IMPORTANT TIME POINTS FOR CAMPAIGN FINANCE

Period	Explanation
During candidate selection process	The competition to be nominated by a political party is in many cases as fierce as the election, and corruption tends to be rife. Note however that such practices, while arguably harmful to intra-party democracy, are not necessarily illegal.
Shortly before start of election campaign	In cases when political parties have to report on their income and expenses during the campaigning period, it is common to see a surge in fundraising and expenditure shortly before this period commences, for obvious reasons.
During election campaign	Understandably, political parties and candidates tend to concentrate most of their campaign expenses to the actual campaign (though fundraising often starts earlier). Whether expenditure will focus on the beginning or the end of the campaigning period depends on a number of factors, such as the length of the campaigning period (when legally stipulated) and the availability of media channels with wide outreach capabilities. In some cases, political parties and/or candidates are also obligated to submit financial reports at the beginning of and sometimes during the campaigning period.
One to two months after polling day	In cases where electoral competitors are required to submit financial statements after an election, this often takes place at least one month after polling day. Following the deadline for submission, the PFR is normally mandated to audit received reports. Whether submitted statements and the subsequent reports by the political finance oversight institution are made public varies from country to country.

The overall timeline for your project will often be dictated by issues such as the budget and the campaign period in the country. Setting up a timeline for the project makes it easier to check that things develop as planned and identify things that fall behind. Table 21 shows key activities that you may wish to include in the project timeline.

²²⁸ <https://www.iknowpolitics.org/>

²²⁹ Taken from Ohman (2009) page 11-12.

TABLE 21. ITEMS FOR THE CFM PROJECT TIMELINE

Period	Explanation
Decision on project goals, desired outcomes and monitoring methodology	The first step is to determine the monitoring methodology. See all of this guide, starting with <i>Developing a monitoring methodology in eight steps</i> .
Selection of core team members	After a decision is made which positions are needed for the project, the most suitable persons for these positions must be selected.
Training of core team members	The core team members need to be trained. As this is likely to be a small group, you may wish to do this through informal discussions about the monitoring methodology, with each member reviewing a draft set of tasks for their position and making comments.
Selection and training of Regional Coordinators (if used)	If you decide to use Regional Coordinators in your project, they will need to be selected and trained. Their role in overseeing the work of Field Monitors may be assisted if these Regional Coordinators are trained before the Field Monitors they are meant to coordinate. See page 100.
Detailed plan for the monitoring completed	While it is good to make the monitoring methodology as detailed as possible at an early stage, you should always be open to modification through discussions with core team members and regional coordinators. Seek to finalize the methodology as much as possible before the training of Field Monitors though, to avoid confusion.
Selection of Field Monitors	This needs to be done carefully – many CFM project stand and fall based on the quality of the Field Monitors. See page 96.
Training of Field Monitors	The training of Field Monitors is also essential for a good CFM project. This may take several days and may lead to a finetuning of the monitoring methodology. See page 100.
Deployment of Field Monitors	The start of the monitoring will be determined by your methodology, as this will indicate what needs to be monitored. In many CFM projects, the monitoring starts before the official campaign period to monitor if “pre-campaign campaigning” takes place. ²³⁰
Early monitoring evaluation	It can often be useful to do an early evaluation meeting with Field (and Media) Monitors to detect and respond to any errors or misunderstandings regarding the monitoring. See page 110.
Publication of pre-monitoring results	If you decide to publish pre-election reports (in whatever format) with preliminary results, develop a timeline for this.

²³⁰ For example, the 2021/2022 monitoring by CRTA in Serbia identified 4,000 reports of campaigning before the start of the official campaign, CRTA (2022) page 10. Similarly, the Ukrainian CSO OPORA noted significant levels of pre-campaign campaigning in the 2021 parliamentary by-elections. OPORA (2021).

Period	Explanation
End monitoring	The monitoring methodology will also determine the most suitable time to end the monitoring. If issues such as abuse of state resources or vote buying are being monitored, it may be especially wise to end the monitoring some time after election day.
Publication of post-monitoring results	A common shortcoming of many CFM projects has been that the results are published long after most people have stopped caring about the election. See further page 88.
Project member evaluation	It is important to talk to all project members to get their experience from the project. This may be done before or after the results of the monitoring are published, and it should ideally be done independently of that work (those working on a post-monitoring report are likely to be terribly busy). See page 111 for further detail.
Evaluation report	This is an internal document outlining the experiences of monitoring, including recommendations for future CFM projects. See further page 111.

Budget

Most activities, even if the work is based on volunteers, require resources. Identifying the required resources in advance is necessary for making sure that the work can be carried out as planned. Whether the monitoring group is developing a proposal to a national or international donor institution, or is intending to fund CFM internally, it is highly recommended that a budget be developed to ensure that the resources available are used as effectively as possible. Just as part of the rationale of CFM calls for improved financial management among political actors, civil society groups need to ensure that their own finances are in order.

As discussed in various sections above, most CFM projects rely at least partly on Field Monitors. Financial compensation to these individuals tends to be the largest budget category. Careful consideration should therefore be given to this during the budgeting phase. Relying on volunteers can considerably reduce the overall cost of the project. Such an approach may also be reasonable; many CSOs rely on volunteers for their work.

However, as field-monitoring in a CFM project normally requires a significant amount of time, there may be downsides to relying on volunteers, as they may be less committed and may feel the need to engage in other activities as well to ensure a reasonable income. Likewise, financial compensation to field monitors at a level below what they consider reasonable may also negatively impact their morale and level of engagement. The more each Field Monitor is paid, however, the fewer monitors will fit into any given budget, so a reasonable balance is key. The length of time that Field Monitors will be deployed also needs to be carefully considered. This issue was discussed in more depth in *Step 5. Set delimitations*.

TABLE 22. COMMON BUDGET CATEGORIES FOR CFM PROJECTS

Item	Purpose	Comment
Financial compensation for Field Monitors	Ensure that monitors are motivated and can dedicate the required time to the monitoring efforts.	As noted above, the amount provided to each Field Monitor is a crucial determinant in how many monitors the project can afford.
Financial compensation for core team	Core team members will often need to work full time on the project and may therefore be unable to secure another income.	The level of financial compensation for core team members may have an impact on the quality of professionals willing to work on the project.
Training of core team and Field Monitors	Ensure that everyone knows their role and what is expected of them.	If Field Monitors are spread out geographically, consider if they should be trained jointly or in separate locations.
Transport for Field Monitors	To ensure that Field Monitors can travel around to do their monitoring.	Consider travel needs carefully. Some CSOs have used Field Monitors with their own vehicles.
Transport for core team	So that core team members can travel to monitoring areas.	This would include transport costs for Regional Coordinators, if used.
Communication costs	All project members can easily and effectively communicate with each other.	If all Field Monitors have a smartphone with mobile data, communication can be via a messaging app.
Holding of outreach events, such as press conferences	To ensure maximum attention before, during and after the monitoring effort.	Needs and costs for events of this kind should be anticipated in advance, as far as possible.
Other costs	So that the project can run smoothly.	Including costs for the administration of the project.

Communication issues

External communication

One issue many organizations planning a campaign finance monitoring project discuss is how much information they should make public in advance about their activities. Openly declaring that they are going to monitor campaign finance increases the transparency of the initiative and may even encourage contestants to alter their behavior. Importantly, it may also reduce the risk of the monitoring CSO being accused of political bias and acting secretly, and it can increase the safety of project members. The Declaration of Principles for International Election Observation states that

international observer missions must publicly announce their presence and work in a country.²³¹ The handbook for CFM in Kosovo recommends “that political entities be contacted in advance and be informed that they will be part of the monitoring.”²³²

On the other hand, announcing in advance exactly who and what will be monitored, and how the data will be analyzed may reduce the opportunities for the monitoring project to effectively collect accurate data about campaign income and spending, and especially about more sensitive areas, such as abuse of state resources and vote buying.

Each CSO planning to engage in CFM should carefully consider its approach to advance public statements about its activities, erring, when possible, on the side of transparency. The decision on this issue also has a bearing on security concerns – see further below.

Internal communication

For the CFM project to be effective, all project members must be able to communicate quickly and easily. This does not mean that all Field Monitors should bypass others and send frequent messages to the Project Coordinator – they may be asked to normally communicate with their Regional Coordinator or Field Coordinator, as appropriate. Do, however, have a channel for complaints regarding corruption, harassment or unsuitable behavior of team members.

The exact format of internal communication will depend on your project, country context and budget. In many countries, most people will be expected to have smartphones, and they can communicate via a predetermined app. If there is a concern that external actors may attempt to access or interfere with the internal project communication, make sure to select an app that has a good security record, including data encryption and independent security analyses. This is especially important if Field Monitors or others send substantial amounts of monitoring data via the app.

The internal communication within the project is especially important in relation to security concerns, which is the topic of the next section.

Security concerns

Why security issues should be considered in CFM projects

Security is essential, and there is always a risk that activities can have security implications. Simply having people travel around in cars brings the risk of traffic accidents. There are additional reasons why CFM projects, in particular, can bring risks for the safety of those involved. Studying the role of money in election campaigns can mean discovering illegal activities, including vote buying, abuse of state resources or the involvement of organized crime. Even when such activities are not studied or detected, political parties and candidates may resent others looking into how they raise and spend money, and accusations of bias is common.

The specific security preparations for your project will depend on your situation. Not all risks can be anticipated, but preparations can reduce the security risks to those involved in the CFM project. A separate security policy can be developed for the project, or security issues can be included in a more general policy for the project. Trainings of project members (see further page 100) should include a focus on security, ideally including scenario practices.

On page 94 we discussed the value of conducting a risk analysis. While such an analysis will normally go far beyond security concerns, it can be very valuable in identifying potential security risks, which you can then seek to prevent, or if they should occur, mitigate their impact.

How to be prepared for security threats

Because of these various potential challenges that persons involved in monitoring campaign finance may face, it is important that the design of the CFM project considers potential security issues. This may include developing a security strategy, or at a minimum, referring to security preparations in the project methodology.

²³¹ United Nations Electoral Assistance Division (2005) page 5.

²³² Transparency International Czech Republic and Kosovo Democratic Institute (2017) page 5.

One important system that needs to be in place is for the Project Coordinator (or designate) to be able to reach all project members within a very short time-period (ideally, 45 seconds) and tell them to stop all activities until further notice. This can happen, for example, if a threat to the project or its members has been detected, and it is essential to stop all activities until the threat has been investigated or removed. A system of this kind can be set up fairly easily by having a group of all involved set-up on the predetermined messaging app on the Project Coordinator's phone (though it may be less efficient if there are multiple Field Monitors may be outside of mobile phone coverage area at any one time). Project members who receive a security instruction should confirm receipt without delay, so that the Project Coordinator or designate knows that the message has gone through.

For such a system to be effective, all project members must also be able to communicate threats or other security concerns to the Project Coordinator or designate. A separate channel or group on the messaging app can be used for this, to ensure that communication does not get lost in other project communications. That channel or group would need to be tested regularly to ensure that it functions effectively. A call tree (or phone tree) whereby one person in the project contacts the next according to a set schedule can be used in case using a messaging app is not possible. However, be aware that such trees may easily fail, for example, if a person does not answer a call or does not forward the relevant information.

If you decide to use a messaging app, consider the stability and security of the different apps that are available. Do not automatically go for whatever app is commonly used by the project staff and in the country – if another messaging app is preferable for use during the project, make sure that all relevant staff download it and get familiar with using it.

Field Monitors and other project members should also be provided with set responses to answer questions about their monitoring activities. If any security concerns or threats arise, they should be trained to disengage and cease monitoring, get themselves to a safe location and report the issue as discussed above.