



INTERNAL CAMPAIGN MEMORANDUM

Extremely Confidential

To: President Mohammed Waheed Hassan
Jeffery Epstein

From: James P. McGee, Newgrange Consulting Group

Date: November 24, 2012

Re: Preliminary Presidential Campaign Development and Initial Steps

EXECUTIVE SUMMARY

This memorandum has been prepared in order to cover some of the preliminary yet extremely important campaign development areas that the Waheed Campaign should be focused on at this time while you begin creating your initial overall campaign organization and outreach operations.

What follows are some of the key campaign organizational operation centers that should be developed as quickly as possible as well as the initial focus on base level voter data collection efforts that needs to get underway now.

Immediate Campaign Development Goals and Objectives

Voter File Development and Overall Campaign Data Collection

One of the very first operations centers that need to be developed by the Waheed Campaign is also one of the most vital to the campaign's success. The development of a territory wide base voter file for the Maldives that is as complete as possible with respect to any / all base level voter contact information for all registered and eligible voters in the Maldives is of paramount importance.

We are in receipt of the base level census data that was provided by Ismail Shafeeu, upon your request. That data provides a good reference point with respect to overall raw population numbers and basic gender breakdowns throughout the islands and atolls. From a data perspective it is what we refer to as a good 30,000 foot view of your overall raw population data totals.

What we are going to need next is the assembly of a base level data file for the Maldives that is much more expansive and in depth. Such a file is known as a VOTER FILE and it includes the names, addresses, and any other available basic voter registration and individual voter contact information data for any, and all, eligible voters in the Maldives.

The central purpose of the creation of a comprehensive campaign Voter File operation is to have a mechanism in place for voter contact and tracking operations. In a country like the Maldives where you have roughly 300,000 residents, one can expect that there will be about 60% or a range of 180,000 to 200,000 Registered Voters. This universe size is more than manageable when it comes to conducting a comprehensive voter contact, outreach, and follow up operation that allows us to continually identify and track the results of our campaign outreach operations through direct voter contact.

I have included with this memorandum a spreadsheet that lists the key voter file data fields we are looking for when it comes to the preparation of the campaign's base voter file. I would suggest that this assignment be given to Ismail Shafeeu once again. He did a good job pulling together the initial data for the islands so we should see how he does on the assignment of pulling together these more in depth data requests.

Once the base level data has been pulled together, we will import that data into our Newgrange Campaign Software Application which is a web based computer program that allows the campaign to conduct multiple outreach operations and track the results of the campaign's voter interaction.

The other advantage to the creation of your campaign voter file application now is that when you win the election we will be able to transition your same campaign data over to a constituency based software application that will allow you to utilize your data in the capacity of governing and constituent services.

There is a great deal more detail to go into with respect to the overall voter contact and voter tracking operations for your campaign but like many of the areas I would like to see quickly up and running for you, I will cover what I have for right now in order to get things started and then circle back for additional development and refinements to these operations.



**Preliminary Campaign Organizational
And Campaign Operations Development**

Once the preliminary data systems are in place, the campaign needs to then effectively begin the process of voter interaction and data collection on a large scale. In order to accomplish this, the Waheed Campaign needs to quickly develop a campaign organization and send a strong signal to other campaigns in the presidential race that you are organized and running.

I have attached a preliminary campaign organizational description breakdown for you and your team to review so that you can begin the process of slotting the right individuals into some of the key roles of your campaign structure.

Having been involved in number of “island type” campaigns, we have found that some of the roles defined in the attached organizational description document are territory wide (i.e. the Campaign Manager, Scheduler) whereas some of the other roles are better performed in an island / atoll / neighborhood specific capacity (e.g. Field Director / Island Coordinators, Phone Banking Coordinators). This is because when it comes to some of the campaign operations, including Door to Door, Phone Banking, and other outreach and networking activities these operations are specific to the island or atoll that they are being performed on and therefore need identified individuals per island.

In the case of your country’s breakdown there are specific population centers that will undoubtedly require assigned coordinators as described in the attached organizational breakdown document. This would absolutely included Male, which is the obvious choice but we would also additionally take a look at Addu City, Fuvahmlah, Kulhudhuffushi, and Thinadhoo just to name a few.

The coming weeks should be spent slotting as many individuals as possible into the roles defined in the attached organizational descriptions document. Once those key campaign personnel have been identified, we will provide the campaign with preliminary timelines that will detail the initial steps required for each of the specifically assigned roles during the first two (2) weeks of start-up operations after which time the campaign will be able to monitor the campaign personnel and their overall progress.



Initial Campaign Media Operations and Media Outlets Assessment

In addition to the areas previously covered in this memorandum, Newgrange in conjunction with the Waheed Campaign will need to conduct an overall assessment of the media outlets in the Maldives to develop both the campaign earned media (Press) strategy and the overall paid media and advertising budget for the campaign.

It is important to reinforce the points made earlier that the two previously defined sections of this memorandum are of paramount importance if we are to maximize the overall media component of your campaign.

Every campaign has a media component that will involve some form of television or radio advertising but the development of the Maldives Voter File along with the campaign's contact and tracking data operations in conjunction with a fully functional and developed campaign organization and operations system will make any standard advertising campaign up to ten (10x) times more effective.

The potential increase in overall efficiency of the media and advertising operations is due to the fact that the campaign will be not only reinforcing any such type of media through the various campaign operations but also through the collection of data through those same various operations and the analyzing of same said data will provide the Waheed Campaign the opportunity micro target its campaign messaging and thereby solidifying our core message amongst specifically targeted demographic blocs.

We will need to develop an overall grid which lays out all of the media outlets when it comes to the following:

- Local Maldives Print News Publications;
- Local Maldives Web Based News Publications;
- Local Maldives Television based news and information networks;
- Local Maldives Radio affiliates and coverage;
- Local Radio and Television Government Channels;
- Local Radio and Television Talk Shows.



It should also be noted that this election is absolutely going to be watched from an international perspective. I am already aware that the National Democracy Institute (NDI) plans to be on the ground monitoring Election Day operations and they are not going to be the only ones.

I reference this because we are, without a doubt going to have to have an “international press operations and media plan” in place for the duration of the presidential campaign. Such a press and media operation takes some time to pull together and also requires real diligence in maintaining and communicative structure in place to maintain international media relationships.

Lastly, on the media side, is the need to immediately assess what the Waheed Campaign has in place with respect to its overall social media infrastructure and operations. These operations have become vital in today’s campaign operations because not only do 75% to 80% of all under thirty (30) year old voters interact via social media for their news and opinion, but additionally an ever growing percentage of those voters between thirty (30) and sixty (60) are also incorporating social media into their day to day lives.

We will need to do a top down review of all Waheed Campaign Social Media Operations and structure those operations to ensure not only a consistency of the campaign’s overall message but to make sure that all potential media outlets are being covered.

I hope that you find the previously defined sections of this memorandum to be helpful to you as you begin to pull together some of your base level campaign organization and operations as well as your preliminary voter data needs.

Please be sure to email me back with any questions that you, or your team, may have and even more importantly, please be sure communicate the progress you make on the completion of the campaign development areas that were reviewed and outlined in this memorandum.

Thank you,

Jim McGee

