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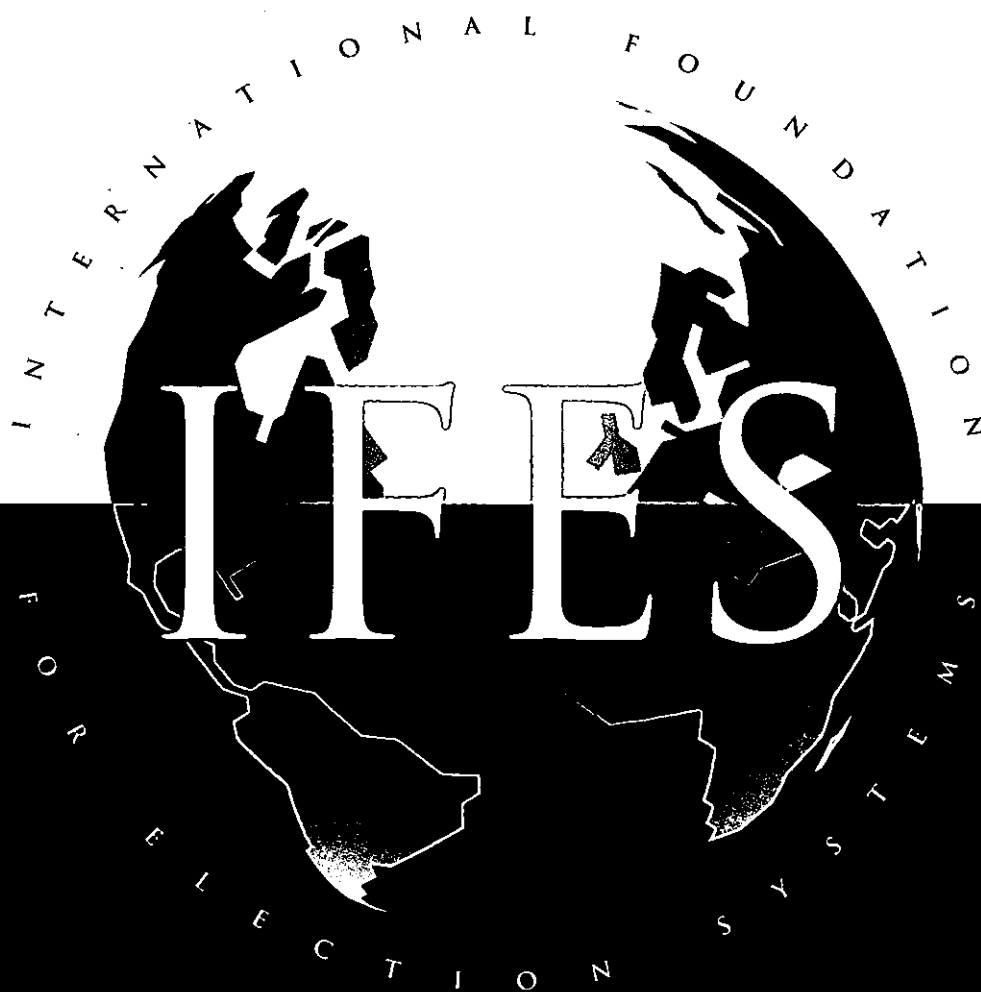
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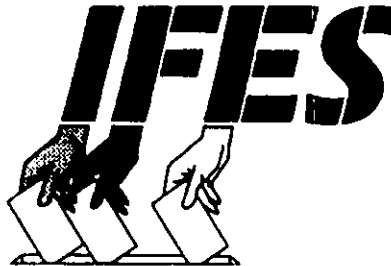
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**IFES/Organization for Security and  
Cooperation in Europe**

**On-Site Technical Assistance Mission  
Bosnia and Herzegovina**

**January-March, 1996**



**IFES On-Site Team:  
Jeff Fischer, Executive Vice President  
Scott R. Lansell, Program Officer for Europe and Asia**

**ON-SITE TECHNICAL ASSISTANCE MISSION  
IFES/OSCE  
Bosnia and Herzegovina**

Introduction

From February 5 through March 1, two staff members from the International Foundation for Election Systems (IFES) were seconded to the Provisional Election Commission (PEC) of Bosnia and Herzegovina as election advisors. Jeff Fischer, Executive Vice President, and Scott R. Lansell, Program Officer for Europe and Asia, were the IFES staff members on this assignment.

The PEC membership had been announced by the end of January and one meeting had been held before the arrival of the IFES team. Members of the PEC are shown below:

Ambassador Robert Frowick	Chairman
Sir Kenneth Scott	Vice Chairman
Eugene Hutchinson	High Representative Member
John Reid	International Member
Mato Tadic	Member (Federation)
Slobodon Kovac	Member (Republika Srpska)
Kasim Begic	Member (Federation)

During the time of the IFES visit, the OSCE Mission in Sarajevo doubled in size; they opened two regional offices and were poised to open several more. With that growth rate, the organization changed weekly and communications, coordination, and management issues had to be constantly re-evaluated in light of the new arrivals. It was necessary for the logistics and administrative personnel to process additions to the staff arriving in groups of ten or more on a weekly basis. These individuals had to be housed, assigned job responsibilities, trained, and deployed. Because of limitations in housing, the processing usually had to be completed before the next arrivals came to town.

Staffing needs were filled through the assignment of seconded officials from sponsoring governments to the OSCE mission. Depending upon their background, these people could be assigned to the Executive Offices, Administration, Elections, Human Rights, Disarmament, Confidence and Security Building activities. These new staff could be assigned to Sarajevo or one of 5 regional or 30 local offices planned for establishment. Although there was no shortage in numbers, it was often a challenge to match the seconders talents with the tasks at hand.

The IFES team attended meetings of an NGO advisory group established by Ambassador Frowick. Such organizations as the Soros Foundation, UNHCR, CEELI, Partners for International Education and Training, the United Nations, the ECMM, IFOR, and ICRC regularly sent representatives to these meetings. However, these meetings developed more of the characteristics of a PEC briefing to the NGO community than a contributory opportunity for the NGOs.

From the outset, PEC meetings were conducted in an atmosphere of official decorum and debate. A Secretary to the Commission was appointed and minutes are kept of the proceedings. At the second PEC

meeting, Jeff Fischer addressed the Commission to announce that a group of experts, under a partnership with the Office of Democratic Institutions and Human Rights (ODIHR) of the Organization for Security and Cooperation in Europe (OSCE), would be available to meet with the Commission at the next meeting and conduct a workshop on electoral code issues. This workshop supported the objective of Ambassador Robert Frowick that the ground rules for the election be announced by February 23. During the week of February 19, the PEC met every day to develop the parameters.

The election code initiative was conducted under the project title of the Electoral Code Working Group (ECWG). The ECWG sought to build upon the recommendations of the Electoral Assessment Team's report stemming from its visits in December 1995 and January 1996.

During the mission, the IFES team maintained regular contact with Ambassador Robert Frowick, OSCE Head of Mission, and regularly participated in staff meetings with the OSCE, IFOR, and ECMM. During the mission, the IFES team developed two administrative guides for use by the PEC. This represented an opportunity to follow-up on recommendations made in the OSCE Electoral Assessment Group's report. These areas included the structure of the PEC, electoral systems and districting, education and training, and political parties.

The IFES team produced two comprehensive administrative guides to assist the PEC with its start-up operations.

- 1) Organizational Guidelines which included department descriptions, job descriptions, task assignment calendars, and illustrative PEC budgets; and
- 2) Pre-Election Survey Kits which included municipality, polling station accommodation/transportation, mass media, and civil society questionnaires; and a polling station survey form to be completed and returned by OSCE field teams.

The team also worked on other issues of technical interest to the Commission. These issues were discussed in the following papers prepared for the PEC by the IFES team.

- 1) Role of Lower Level Election Commissions;
- 2) Election Worker Training;
- 3) Voter Registration; and
- 4) Sources of Election Funding.

The IFES team assisted in the organization of the first meetings between the PEC and 1) political parties; and 2) local media. On the occasion of these two meetings, the IFES team served as Secretary to the Commission and took the minutes of the proceedings.

Since the completion of this mission, IFES has been called upon to provide research on election administration, ballot security, and political campaign codes of conduct for the PEC.

# **IFES/Organization for Security and Cooperation in Europe Technical Assistance Report to the Provisional Election Commission**

## **ANNEX**

- A. Organizational Guidelines
  - Provisional Election Commission
  - Director General of Elections (job description)
  - Secretary to the Election Commission (job description)
  - Planning Coordinator (job description)
  - Voter Registration Division
  - Political Party Services Division
  - Election Services Division
  - Supervision and Monitoring Group
  - Electoral Advisory Group
  - Budgets and Notes
- B. Pre-Election Assessment Survey Kit
- C. Lower Level Commissions
- D. Sample Outline of Poll Worker Guidebook
- E. Poll Worker "Cascade" Training Overview
- F. Sample Training Objectives for Election Workers
- G. Sample Training Manual for Political Party Agents
- H. Voter Registration
  - Technology Requirements
  - Voter Registration and Absentee Balloting, Refugees and Displaced Persons
  - Refugee Voter Registration
- I. Voter Registration Timetable
- J. Sources of Election Funding
- K. Political Party Meeting Notes
- L. Mass Media
- M. OSCE Testimony
- N. De-Mining Efforts

## **Annex**

# **Organizational Guidelines**



**ORGANIZATIONAL  
GUIDELINES**

for the

**Provisional Election Commission**

**OSCE Mission**

to

**Bosnia-Herzegovina**

**4 March, 1996**

## PROVISIONAL ELECTION COMMISSION (PEC)

The Provisional Election Commission (PEC) adopted Rules and Regulations and thereby launched the electoral process in Bosnia and Herzegovina on 22 February 1996.

Thereafter, the PEC entered a more operational phase to prepare for both the substantive and administrative tasks that must be fulfilled before conditions can proceed for elections. The PEC will be developing an expanded staff which will include a Director General for Elections and a Director General for Administrative Support.

## DIRECTOR GENERAL OF ELECTIONS

The Director General of Elections (DGE) is the chief technical officer responsible for the administration of the elections. The DGE shall report to the Provisional Election Commission for policy direction and the Senior Deputy Head of Mission for Elections for day-to-day administrative guidance.

The DGE shall supervise three operational divisions (Voter Registration, Political Party Services, and Election Services) and two consultative Groups (Advisory and Consultative and Planning and Monitoring). The Managers of each of these divisions and the Chairs of each of the consultative Groups shall report to the DGE.

Activities under the supervision of the DGE shall include voter registration (in-country and out-of-country), voter list development, election computer systems, political party filings, political party finances, party agent accreditation, voter education, election worker training, subordinate election commission appointments, polling stations, election commodities, ballot design and distribution, and voting results tabulation.

The DGE shall assure that the administration of the election is conducted within the approved budget and that election work-plans and timetables are met. The DGE shall determine and approve the number and skill sets of PEC staff required to administer the election.

The DGE shall coordinate the appointment of entity, cantonal, and municipal election commission and serve as the principal liaison between the PEC and them.

The DGE shall maintain close contact and coordination with the Director General of Administration.

Attached is a Task Assignment Calendar for the work of the Director General for Elections.

## SECRETARY TO THE ELECTION COMMISSION

The Secretary to the Election Commission shall have the responsibility of organizing and documenting the business of the Commission. The Secretary shall record the minutes of each meeting and distribute them to Commission members for comment.

The Secretary shall maintain the files and records of the Commission's business.

The Secretary shall be responsible to develop the agenda for each meeting, organize hand-outs, and make other arrangements necessary for the efficient functioning of each meeting. He/she shall assure that all written materials are available to Commission members in both the English and Serbo-Croatian languages.

## PLANNING COORDINATOR

The Planning Coordinator (PC) shall be responsible to develop an election workplan and timetable for the election. These two instruments shall be used by all divisions within the administrative structure of the PEC to organize and deploy resources for the election. The workplan and timetable shall be developed in cooperation with the members of the PEC, the Directors General of Administration and Elections, and divisional directors. The PC shall monitor the execution of the plan and provide regular update on its progress.

The Planning Coordinator shall report to the Director General of Elections.

# PROVISIONAL ELECTION COMMISSION

Tasks	Date	Staff
PEC meeting	3/05	PEC
Appoint Director General of Elections	3/05	PEC
Define the relationship and authority of lower level election commissions	3/05	PEC
Request the establishment of entity level election commissions	3/05	PEC
Appoint members of the Electoral Advisory Commission	3/05	PEC
Completion of employment of key PEC divisional directors (Voter Registration, Political Party Services, Election Services) and unit managers (Refugee Voter Registration, Computer Services, Voter Education, Election Worker Training)	3/05	DGE
Completion of employment of a Planning Coordinator and Monitoring Coordinator	3/05	DGE
PEC meeting	3/07	PEC
PEC meeting	3/12	PEC
Define management review and reporting process	3/12	PEC
PEC meeting	3/14	PEC
Completion of the drafting of the electoral code language in detail	3/14	DGE
Establishment of entity level election commissions	3/15	DGE
Request the establishment of cantonal level election commissions	3/15	PEC

Appointment of Appeals Tribunal	3/15	PEC
PEC meeting	3/19	PEC
PEC meeting	3/21	PEC
Define mechanisms for adjudication of grievances; define campaign violation and penalties	3/21	PEC
From electoral code, define administrative procedures for voter registration, nominations, campaign finance, Election Day, absentee voting, counting and reporting of results, observers, allocation of seats	3/21	DGE
PEC meeting	3/26	PEC
Define relationships with existing bureaucratic structures such as Statistics Institute	3/26	PEC
PEC meeting	3/28	PEC
Establishment of cantonal level election commissions	4/01	DGE
Request the establishment of municipal level election commissions	4/01	PEC
PEC meeting	4/02	PEC
PEC meeting	4/04	PEC
PEC meeting	4/09	PEC
PEC meeting	4/11	PEC
Development of an Election Day security plan	4/11	DGE
Establishment of municipal level election commissions	4/15	DGE
PEC meeting	4/16	PEC

PEC meeting	4/18	PEC
PEC meeting	4/23	PEC
PEC meeting	4/25	PEC
PEC meeting	4/30	PEC
PEC meeting	5/02	PEC
PEC meeting	5/07	PEC
PEC meeting	5/09	PEC
PEC meeting	5/14	PEC
PEC meeting	5/16	PEC
PEC meeting	5/21	PEC
PEC meeting	5/23	PEC
PEC meeting	5/28	PEC
PEC meeting	5/30	PEC
PEC meeting	6/04	PEC
PEC meeting	6/06	PEC
PEC meeting	6/11	PEC
PEC meeting	6/13	PEC
PEC meeting	6/18	PEC
PEC meeting	6/20	PEC
PEC meeting	6/25	PEC
PEC meeting	6/27	PEC
PEC meeting	7/02	PEC
PEC meeting	7/04	PEC



PEC meeting	7/09	PEC
PEC meeting	7/11	PEC
PEC meeting	7/16	PEC
PEC meeting	7/18	PEC
PEC meeting	7/23	PEC
PEC meeting	7/25	PEC
PEC meeting	8/01	PEC
PEC meeting	8/06	PEC
PEC meeting	8/08	PEC
PEC meeting	8/13	PEC
ELECTION DAY	8/14	—
PEC meeting	8/15	PEC
Publish election results	8/16	PEC
Determine and announce the proportional allocation of seats	8/16	PEC
PEC meeting	8/20	PEC
Certify election results	8/20	PEC
PEC meeting	8/22	PEC
PEC meeting	8/27	PEC
PEC meeting	8/29	PEC

#### NOTES

PEC - Provisional Election Commission  
DGE - Director General of Elections

The establishment of August 14, 1996 as Election Day is illustrative and represents the first set of elections. A second Election Day will follow and some tasks listed above must be repeated.

## **1. VOTER REGISTRATION DIVISION**

This division is responsible for the design, organization, and implementation of the voter registration program for both in-country and out-of-country activities as set forth in policies established by the Provisional Election Commission (PEC). The division is headed by a Director of Voter Registration who is responsible for the functioning of the entire program. In addition to the Director, the division shall be initially staffed by two unit managers and other support staff as identified by the Director.

### **Director of Voter Registration**

The Director shall be responsible for the overall design, organization, and implementation of the voter registration program. The Director shall establish a timetable for the conduct of the voter registration program. The Director shall be responsible for the design of forms and procedures to conduct the registration. He/she shall be responsible to coordinate with municipal authorities and the Statistical Institute and obtain copies of 1990 voter registration lists, the 1991 census list, and any other lists required to make the 1996 preliminary list as complete as possible.

The Director shall be responsible to compile a list of locations where the lists will be posted for claims and objections. He/she will also be responsible to determine other forms of publication for the list so that all potential voters have an opportunity for review. The Director will oversee the updating activity and the production of the final list. He/she will supervise the distribution of the voter lists by poll with the Director General of Elections and Administration along with other polling supplies.

The Director shall supervise all staff associated with the registration effort including Manager level and other clerical staff required to inspect and compare lists, organize and file forms, and transport lists to and from the PEC or list processing location. The Director shall identify the number and type of staff skills required to complete the registration task. The Director shall provide the necessary information to voter education coordinators so that education material can be developed and potential voters are informed about the requirements and objectives of the registration process. The Director reports to the Director General of Elections.

### **Refugee Voter Registration Manager**

The Refugee Voter Registration (RVR) Manager shall report to the Director and be responsible for the design, organization, and implementation of the refugee registration program in each of the countries where refugees are currently residing. The RVR Manager will be responsible to establish contact with each host country for the identification of refugees who may be eligible to vote. (It is anticipated that the host countries involved will include Germany, Denmark, Sweden, the Netherlands, Switzerland, Austria, the United States, and Turkey; and Croatia, Federal Republic of Yugoslavia, Slovenia, and Macedonia).

The RVR Manager shall be responsible to recommend to the Director the name of a coordinator for registration programs in each country. The RVR Manager will be the principal liaison with other organizations conducting programs with the refugees including UNHCR, ICRC, & IOM.

## **Computer Systems Manager**

The Computer Systems (CS) Manager shall be responsible for the design and implementation of the data processing program required to produce a preliminary and final list of registered voters. These steps shall include automated comparisons of existing lists, development of a refugee list, the entry of changes to the list, the printing of preliminary lists, and the printing and division of final lists by poll.

The CS Manager shall identify and specify for procurement the required hardware and software necessary to accomplish the list processing. The CS Manager shall possess the appropriate skills in computer programming to perform the list comparison functions and print the preliminary and final lists. However, the CS Manager may recommend to employ other technicians with particular programming or technical skills which would be needed to accomplish the processing of the list.

The CS Manager shall be familiar with the computer systems at the Statistical Institute and serve as the principal technical liaison with the Institute.

VOTER REGISTRATION DIVISION  
Task Assignment Calendar

<u>Tasks</u>	<u>Date</u>	<u>Staff</u>
Establish policy for voter registration process	3/04	PEC
Establish timetable for voter registration	3/04	PEC
Obtain a copy of the complete 1991 census on tape	3/04	PEC
Complete formal requests for 1990 municipal voter registration lists	3/04	PEC
Complete formal requests for vital statistics or other information required for new registration list	3/04	PEC
Design procedures and forms for voter registration	3/08	VRD
Identity data processing requirements	3/08	CSM
Establish contacts with host countries for refugee registration	3/08	RVRM
Initiate manual comparison of municipal voter registration lists and 1991 census	3/11	CSM
Appoint host country coordinators for refugee voter registration	3/15	RVRM
Initiate refugee voter registration information campaign	3/15	RVRM
Initiate compilation of refugee voter registration list	3/18	RVRM/VEM
Complete receipt of 1990 voter municipal registration lists	3/31	VRD
Initiate in-country voter education campaign	4/01	VRD/VEM

Complete acquisition of any data processing hardware or software required for list development	4/15	CSM
Identify locations for posting of preliminary voters list	4/15	VRD
Complete compilation of refugee voter registration list	5/01	RVRM
Complete automated and manual comparisons for development of a preliminary voter registration list	5/31	CSM
Finalize preliminary list of registered voters	6/01	VRD
Initiate printing of preliminary voter registration list	6/04	CSM
Complete printing of preliminary voter registration list	6/14	CSM
Claims and objections exhibition period opens	6/19	PEC
Claims and objections exhibition period closes	7/19	PEC
Complete processing of claim and objection changes to final registration list	7/31	CSM
Initiate printing of final voter registration lists	8/01	CSM
Complete printing of final voter registration lists	8/11	CSM
Distribute final voter registration lists to polls	8/13	VRD/DES
ELECTION DAY	8/14	PEC

## NOTES

PEC - Provisional Election Commission

VRD - Voter Registration Director

RVRM - Refugee Voter Registration Director

CSM - Computer Systems Manager

The establishment of August 14, 1996 as Election Day is illustrative and represents the first set of elections. A second Election Day will follow and a decision will be required on whether to reprint or reuse final lists.

## 2. POLITICAL PARTY SERVICES DIVISION

This division is responsible for the activities of the Provisional Election Commission (PEC) which involve political parties and independent candidates. The division is headed by a Director of Political Party Services and staffed by other clerical support personnel determined as necessary by the Director and approved by the Director General of Elections.

### Political Party Services Director

The Director shall serve as the principal point of contact for political parties and candidates for their activities and questions involving the PEC. The Director shall be responsible to maintain an updated list of local, entity, and national political parties. The Director shall report to the Director General of Elections.

This division shall serve as the unit of the PEC which receives the petitions for filings for office by parties and candidates and provides initial approval of such filings for the PEC. The Director shall submit a report to the PEC on each party's petition received which provides summary information on the filing and a recommendation on approval or disapproval of the party's or candidate's eligibility to contest. The PEC shall make the final determination of eligibility.

The Director shall oversee the disbursement of campaign financial support as directed by the PEC and shall receive and maintain financial disclosure reports submitted by the parties and candidates on the use of the funds provided.

The Director shall provide accreditation of party agents to serve as monitors of the electoral process. He/she shall be responsible to maintain an updated list of party agents.

The Director shall be responsible for the design of forms and procedures for approval of the PEC to enact the responsibilities of the division.

POLITICAL PARTY SERVICES DIVISION  
Task Assignment Calendar

<u>Tasks</u>	<u>Date</u>	<u>Staff</u>
Compile master list of political parties	3/04	PPSD
Establish eligibility policy on requirements for parties and candidates to contest	3/04	PEC
Develop campaign code of conduct	3/06	PEC
Develop procedures for reporting campaign complaints	3/11	PEC
Develop policy regarding criteria for equal access to mass media	3/13	PEC
Develop plan for monitoring of mass media compliance	3/13	PEC
Develop permit rules regarding rallies and public assemblies	3/18	PEC
Develop any further rules regarding political parties, candidates and campaigns	3/22	PEC
Establish formulas for the distribution of cash contributions to parties and candidates	3/22	PEC
Prepare outreach plan to inform parties and candidates about political party rules	4/01	PPSD/VEM
Design procedures and forms for party and candidate filings	4/01	PPSD
Establish schedule of PEC sponsored debates, forums, and other meetings with parties and candidates	4/01	PPSD
Design disclosure forms for campaign use of contributed funds	4/05	PPSD



Party and candidate filings period opens	5/06	PEC
Party and candidate filing period closes	5/14	PEC
Party and candidate filings are certified and published	5/31	PEC
Cash disbursements to parties and candidates are made	6/07	PPSD
Official campaign period commences	6/14	PEC
Parties and candidates file first set of expense disclosure reports	7/14	PPSD
Parties and candidates file second set of expense disclosure reports	8/05	PPSD
Official campaign period closes	8/12	PEC
ELECTION DAY	8/14	---
Parties and candidates file last set of expense disclosure reports	8/21	PPSD

#### NOTES

PEC - Provisional Election Commission  
PPSD - Political Party Services Director  
VEM - Voter Education Manager

Under the current election law, there is a state-sponsored election monitoring body called the SESC. The PEC must determine if this body will have a role in the monitoring process.

The establishment of August 14, 1996 as Election Day is illustrative and represents the first set of elections. A second Election Day will follow and party and candidate filings requirements must be adjusted accordingly.

### 3. ELECTION SERVICES DIVISION

This division maintains responsibility for educational, training, and election operations for the Provisional Election Commission (PEC). It is headed by a Director of Election Services with department Managers for Voter Education and Election Worker Training. This division is primary to the administration of election and Election Day activities.

#### Director of Election Services

The Director of Election Services shall be responsible to supervise all aspects of election administration and Election Day activities. The unit Managers report to the Director. The Director General of Elections and the Director General of Administration shall establish clear lines of authority between Election Services and Administration on any areas of potential overlapping responsibilities. The Director of Elections Services reports to Director General of Elections.

The Director shall be responsible for the design and distribution of ballots assuring that all parties and candidates are accurately represented and that sufficient numbers of ballots are printed. The Director shall be responsible for the design, organization, and implementation of out-of-country or other absentee voting determined to be required by the PEC including ballot distribution, pick-up, and return for tabulation.

The Director shall develop a list of required election commodities with proper specifications and quantities enumerated for Administration to procure. The Director shall be responsible to finalize a list of polling stations assuring that each is readily accessible to voters and possess sufficient power, water, and protection against the elements.

The Director shall be responsible for the recruitment of polling stations committees and deputies to adequate staff all polling locations established by the PEC.

The Director shall be responsible to design and implement a system of election results tabulation to assure that the results are summarized and reported in an accurate and timely manner according to the reporting guidance announced by the PEC.

#### Voter Education Manager

The Voter Education Manager shall be responsible for the development of official voter education materials related to the policies of the PEC and the conduct of the election. The Manager shall assure that all information about the electoral process provided by the PEC is accurate and distributed in a nonpartisan fashion. The Manager shall make this information available to political parties, nongovernmental organizations, monitors, observers, the mass media, and other requesting parties.

The Manager shall use all media available to the Commission to disseminate its messages including print, electronic, and other traditional forms of communication.

Information which the Manager shall impart may include but not be limited to the constitution, the electoral law, party and candidate guides, maps of voting districts, polling station guides and maps, elections results, and focussed illustrated guides to the registration and voting process.

Special outreach to voters may also include information on how to register to vote, why registration is important, what offices are being elected, how to participate on election day, why voting is important, the role of the PEC and local commissions, the electoral campaign, and safety and security issues.

The Manager shall also develop a plan for the education of refugee voters with the cooperation of host countries and the Refugee Voter Registration Manager.

### **Election Worker Training Manager**

The Election Worker Training Manager shall be responsible for the organization of the material and program for the training of absentee balloting committees, polling station committees, party agents, monitors, and observers.

The Manager shall be responsible to establish timetable for the training of each group employing a "cascade" approach. A core of trainers will be trained at the PEC central offices and then deployed in the field to train successively larger groups.

The Training Manager shall liaise with local election commissions to establish training sites which are convenient to groups of election workers.

The curricula which the Training Manager will develop may include but not be limited to the constitution and election law, the registration process, the voting process, the role of the PEC and local commissions, the registration process, problems to anticipation at the polling station, safety and security issues.

The Training Manager may develop a training video and supplemental print media for the communication of the training messages. The Manager shall also develop a test or feedback sheet to determine the effectiveness of the training program and to ascertain potential gaps and inadequacies in the materials or persons being trained.

**ELECTION SERVICES DIVISION**  
**Task Assignment Calendar**

<u>Tasks</u>	<u>Date</u>	<u>Staff</u>
Establish election calendar and workplan	3/04	DES/PC
Establish election budget	3/04	DES
Complete formal requests for lists of 1990 polling stations	3/04	DES
Identify equipment, supplies and services (and their sources) for election administration	3/08	DES
Develop and distribute education materials for refugee and in-country voter registration	3/15	VEM/VRD/RVRM
Develop compendium of media resources both in-country and abroad	3/15	VEM
Develop and distribute education materials concerning new electoral code	3/15	VEM
Develop administrative procedures for balloting on Election Day	3/29	DES
Develop training manuals for election workers	4/01	EWTM
Develop forms required for Election Day activities	4/15	DES
Complete formal requests for lists of absentee ballot workers	4/15	EWTM
Complete formal requests for lists of poll workers	4/30	EWTM

## **SUPERVISION AND MONITORING GROUP**

The Supervision and Monitoring Group shall focus on coordinating the function of election supervision by both local and international organizations. The Group shall be principally staffed by two coordinators and may employ other support and clerical staff as approved by the Director General of Elections.

### **Supervision and Monitoring Coordinator**

The Supervision and Monitoring (SC) Coordinator shall be responsible to implement the guidelines, rights, and responsibilities for election supervisors and monitors as defined by the PEC. He/she shall develop a plan for deployment of supervisors on election day.

The SC Coordinator shall be responsible to accredit local and international supervisors and monitors and maintain a record of these individuals.

The SC Coordinator shall work with the Election Worker Training Manager to organize training sessions for local monitors and international supervisors.

**SUPERVISION AND MONITORING GROUP**  
**Task Assignment Calendar**

<u>Tasks</u>	<u>Date</u>	<u>Staff</u>
Establishment of guidelines, rights, responsibilities, and restrictions for international and domestic election supervisors (monitors)	4/01	SC
Development of guidelines and reporting structure to catalogue long term electoral process supervision by the ECMM and OSCE field teams	4/01	SC
Establish liaison with IFOR, IPTF, and Mine Information Center	4/01	SC
Solicitation of international supervisors in cooperation with foreign ministries and other local and international groups	4/15	SC
Establishment of a bi-weekly supervisory report to PEC using ECMM and OSCE field team data	4/15	SC
Development of logistical and security plans for the deployment of supervisor on Election Day	5/01	SC/DGA
Develop a system of accreditation for Election Day monitors	5/01	SC
Notify other international groups interested in fielding supervisors about PEC supervisory regulations	5/01	SC
Preparation of training materials for Election Day supervisors	6/01	SC/EWTM

Complete list of PEC sponsored supervisors	7/01	SC
Close of registration for supervisors from other groups	7/14	SC
Final list of accredited supervisors is completed	7/14	SC
International Election Day supervisors arrive in country	8/07	SC
Training for supervisors commences	8/08	SC/EWTM
Training for supervisors is completed	8/10	SC/EWTM
Supervisors are deployed to field assignments	8/11	SC/DGA
<b>ELECTION DAY</b>	8/14	--
Supervisors return and present their reports to the PEC	8/15	SC
A preliminary statement from the supervisors is made	8/15	SC
Supervisors departure completed	8/21	SC
Supervisor reports are summarized and published	8/30	SC

## NOTES

PEC - Provisional Election Commission

SC - Supervision Coordinator

DGA - Director General of Administration

EWTM - Election Worker Training Manager

Supervisors - for the purposes of this document, "supervisor" is used as a generic term to describe field election supervisors, domestic monitors, political party agents, and international supervisors.

The establishment of August 14, 1996 as Election Day is illustrative and represents the first set of elections. A second Election Day will follow and some tasks listed above must be repeated.

## ELECTORAL ADVISORY GROUP

The Electoral Advisory Group is a body appointed by the Provisional Election Commission (PEC) to provide technical consultation on election law, election administration, and political process issues for the 1996 election in Bosnia and Herzegovina. The Group reports to the Director General of Elections, however, it may also render advice upon request directly to the PEC as a whole or to its Chair and Vice-Chair.

The Group is composed of the following individuals:

James Lowenstein, Chair (United States)  
Dr. Jorgen Elklit, Aarhus University (Denmark)  
Jeff Fischer, IFES (United States)  
Larry Garber, USAID (United States)  
Ron Gould, Elections Canada (Canada)  
Alexander Ivanchenko, Central Election Commission (Russia)  
Representative - Swedish Foreign Ministry  
Representative - Association of Central and Eastern European  
Election Officials (ACEEEO)

Members of the Group receive no compensation and may be seconded by their governments for periods of time in Sarajevo to work with the PEC and its staff. Specifically, the Group is tasked with providing counsel on the following issues:

1. Development of an electoral code and administrative rules;
2. Development of a voter registration system;
3. Development of an absentee balloting system;
4. Development of an Election Day security plan;
5. Development of mass media rules and regulations;
6. Development of a program for election monitoring; and
7. Development of political party and candidate rules.

The PEC or the Director General of Elections may request the Group to research and submit recommendations on other topics. Members of the Groups may assist the PEC in serving as liaisons with entity, cantonal, and municipal election commissions.

Members of the Group should receive regular communications by fax from the Secretary of the PEC on significant decisions which the Commission has taken.



**PROVISIONAL ELECTION COMMISSION  
BUDGET AND NOTES**

Based on the use of 4,000 Polling Stations  
and 4,000 Election Supervisors  
(v.4000)

A.	VOTER REGISTRATION AND SERVICES DIVISION	COST (US\$)	SUB-TOTALS	DONORS
1.00	EQUIPMENT AND SERVICE	\$780,060		
2.00	SUPPLIES	\$330,000		
3.00	PERSONNEL	\$1,016,100		
4.00	TRAINING	\$144,000		
5.00	VOTER EDUCATION	\$400,000		
6.00	OTHER ADMINISTRATIVE SUPPORT	\$1,398,800		
7.00	CONTINGENCY FUND	\$206,040		
	SUBTOTAL - VOTER REGISTRATION SERVICES DIVISION		\$4,275,000	
B.	POLITICAL PARTY SERVICES DIVISION			
1.00	EQUIPMENT AND SERVICE	\$25,440		
2.00	SUPPLIES	\$21,516		
3.00	PERSONNEL	\$80,300		
4.00	VOTER EDUCATION	\$29,120		
5.00	OTHER ADMINISTRATIVE SUPPORT	\$2,152,000		
6.00	CONTINGENCY FUND	\$111,624		
	SUBTOTAL - POLITICAL PARTY SERVICES DIVISION		\$2,420,000	
C.	ELECTION SERVICES DIVISION			
1.00	EQUIPMENT AND SERVICE	\$260,400		
2.00	SUPPLIES	\$14,436,069		
3.00	PERSONNEL	\$583,750		
4.00	TRAINING	\$85,875		

5.00	VOTER EDUCATION	\$186,000	
6.00	OTHER ADMINISTRATIVE SUPPORT	\$3,438,000	
7.00	CONTINGENCY FUND	\$949,505	
	<b>SUBTOTAL - ELECTIONS SERVICES DIVISION</b>		<b>\$19,939,599</b>
<b>D.</b>	<b><u>ELECTION SUPERVISION AND MONITORING GROUP</u></b>		
1.00	EQUIPMENT AND SERVICE	\$30,360	
2.00	SUPPLIES	\$146,250	
3.00	PERSONNEL	\$7,514,900	
4.00	TRAINING	\$105,200	
5.00	VOTER EDUCATION	\$14,000	
6.00	OTHER ADMINISTRATIVE SUPPORT	\$7,630,000	
7.00	CONTINGENCY FUND	\$815,616	
	<b>SUBTOTAL - ELECTION SUPERVISION AND MONITORING</b>		<b>\$16,256,326</b>
	<b>GRAND TOTAL</b>		<b>\$42,890,925</b>

		Units	Cost (US\$)	Subtotals	Totals	Donors
<b>A.</b>	<b>VOTER REGISTRATION SERVICES DIVISION</b>					
1.00	<b>EQUIPMENT AND SERVICE</b>					
1.01	File Servers (2 Gigabytes Each)	2	10,000	\$20,000		
1.02	Data Entry Workstations	20	3,000	\$60,000		
1.03	Administrative Workstations	6	3,000	\$18,000		
1.04	Desktop Computers - Field List Exhibition	50	2,300	\$115,000		
1.05	High Speed Line Printers	3	3,000	\$9,000		
1.06	Network Hardware - Misc.	3	20,000	\$60,000		
1.07	Installation/Service Agreements	3	7,000	\$21,000		
1.08	Equipment Support & Training	1	75,000	\$75,000		
1.09	Computer Memory Upgrades	3	6,000	\$18,000		
1.10	Peripherals	5	500	\$2,500		
1.11	Backup Power Generators	2	50,000	\$100,000		
1.12	Environmental Upgrades	-	12,000	\$12,000		
1.13	Office Repair and Conditioning	-	15,000	\$15,000		
1.14	Photocopier (w/ feeder - heavy duty)	2	10,000	\$20,000		
1.15	Photocopier Replacement Accessories	2	1,500	\$3,000		
1.16	Photocopier Service Agreements	2	600	\$600		
1.17	Electrical Installation and Fittings	-	14,000	\$14,000		
1.18	Uninterrupted Power Supply (UPS) - High	5	1,000	\$5,000		
1.19	Uninterrupted Power Supply (UPS) - Medium	15	350	\$5,250		
1.20	Partitions, Desks, Tables, Chairs, etc.	-	13,500	\$13,500		
1.21	Facsimile Machines	5	800	\$4,000		
1.22	Software - Suites	26	1,200	\$31,200		
1.23	Software - File Servers	2	4,000	\$8,000		
1.24	Software - Microsoft Access Database (20 users)	2	6,000	\$12,000		
1.25	Software - Microsoft Sequel Server (Client)	2	1,500	\$3,000		
1.26	Software - Microsoft Sequel Server (20 users)	1	5,000	\$5,000		
1.27	Shipping, Customs Fees	20%		\$130,010		

	Units	Cost (US\$)	Subtotals	Totals	Donors
<i>Sub-Total: Equipment and Service</i>				\$780,060	
<b>2.00 SUPPLIES</b>		<u>Copies</u>			
2.01 Paper & Printing (150 Preliminary & 5 Finals) (\$ .03/page, 50 names/page - 3.0M Voters)	60,000	155	0.03	\$279,000	
2.02 Line Printer Refill Cartridges	50		100	\$5,000	
2.03 Daily Accounting Forms	10,000		0.03	\$300	
2.04 Claim for Insertion of Name on List Forms	500,000		0.03	\$15,000	
2.05 Objection to Name of List Forms	500,000		0.03	\$15,000	
2.06 Request for Change of Residence Forms	500,000		0.03	\$15,000	
2.07 Absentee Ballot Application Forms	900,000		0.03	\$27,000	
2.08 Forms (Contingency Fund)	500,000		0.03	\$15,000	
2.09 Pens	50,000		0.30	\$15,000	
2.10 A4 Photocopy Paper (reams)	12,000		6	\$72,000	
2.11 Printers, Ribbons, Ink Refills (sets)	10		2000	\$20,000	
2.12 Other Office Supplies	150		2000	\$300,000	
2.13 Computer Tape Back-ups	20		500	\$10,000	
2.14 Misc. Blank Disks, and other Peripherals	200		81	\$16,200	
2.15 1.25 GB Formatted Memory	10		1,000	\$10,000	
2.16 Registration Form Storage Boxes Daily Seals	4,500		0.35	\$1,575	
2.17 Transfer Cases	150		25	\$3,750	
2.18 Registration Form Storage Boxes Final Seals	300		0.35	\$105	
2.19 Registration Center Posters (3)	20,000		0.10	\$2,000	
2.20 Fax Paper (rolls)	200		10	\$2,000	
2.21 Shipping, Customs Fees	20%			\$164,786	
<i>Sub-Total: Supplies</i>				\$330,000	
<b>3.00 PERSONNEL</b>		<u>Days</u>			
3.01 Voter Registration Director	1	220	95	\$20,900	
3.02 Refugee Voter Registration Manager	1	220	95	\$20,900	

	Units	Cost (US\$)	Subtotals	Totals	Donors
3.03 Computer Systems Manager	1	220	95	\$20,900	
3.04 Database Programmer	1	220	95	\$20,900	
3.05 Core Trainers	5	60	95	\$28,500	
<u>LOCAL PERSONNEL</u>	<u>Months</u>				
3.06 Other Programmers	3	7	1,500	\$31,500	
3.07 Data Control Assistants	10	7	1,400	\$98,000	
3.08 Other Computer Technicians	10	7	700	\$49,000	
3.09 Data Entry Clerks	30	4	600	\$72,000	
3.10 Local Core Trainers	20	4	1,300	\$104,000	
3.11 Laborers	40	7	500	\$140,000	
3.12 Transportation Personnel	30	7	550	\$115,500	
3.13 Security Personnel	30	7	600	\$126,000	
3.14 Other Administrative Staffing	30	7	800	\$168,000	
<i>Sub-Total: Staffing</i>				\$1,016,100	
<b>4.00 <u>TRAINING</u></b>					
4.01 Registration Training Manuals	(various)	-	-	\$50,000	
4.02 Sample Claims Forms	(various)	-	-	\$1,000	
4.03 Sample Objection Forms	(various)	-	-	\$1,000	
4.04 Sample Transfer Forms	(various)	-	-	\$1,000	
4.05 Sample Absentee Application Forms	(various)	-	-	\$1,000	
4.06 Sample Contingency Forms Fund	(various)	-	-	\$40,000	
4.07 Office Supplies	(various)	-	-	\$45,000	
4.08 Participant Meals and Other Expenses	(various)	-	-	\$5,000	
<i>Sub-Total - Training Expenses</i>				\$144,000	
<b>5.00 <u>VOTER EDUCATION</u></b>					
<u>Bosnia and Herzegovina</u>					
5.01 Instructional Television Spots	(various)	-	-	50,000	

	Units		Cost (US\$)	Subtotals	Totals	Donors
5.02	Instructional Radio Spots	(various)	-	25000		
5.03	Posters	(various)	-	25000		
5.04	Registration Booklet	(various)	-	25000		
5.05	Electoral Code	(various)	-	10,000		
5.06	Constitution	(various)	-	10,000		
	<u>Host Countries</u>					
5.07	Instructional Television Spots	(various)	-	150,000		
5.08	Instructional Radio Spots	(various)	-	25,000		
5.09	Purchase of Radio/TV Time	(various)	-	20,000		
5.10	Purchase of Radio Time	(various)	-	20,000		
5.11	Posters	(various)	-	10,000		
5.12	Registration Booklet	(various)	-	10,000		
5.13	Electoral Code	(various)	-	10,000		
5.14	Constitution	(various)	-	10,000		
	<i>Sub-Total: Voter Education (Registration)</i>				\$400,000	
6.00	<u>OTHER ADMINISTRATIVE SUPPORT</u>					
6.01	Registration Subcontractors Fund	1	1	750,000	\$750,000	
6.02	Communications	1	7	20,000	\$140,000	
6.03	Vehicle Rental/Lease	30	7	900	\$189,000	
6.04	Travel and Transportation	1	-	75,000	\$75,000	
6.05	Fuel and Oil	7,000	7	4	\$196,000	
6.06	Translation Services	1	-	25,000	\$25,000	
6.07	Servicing of Vehicles	17	7	200	\$23,800	
	<i>Sub-Total: Other Admin. Support</i>				\$1,398,800	
7.00	<u>CONTINGENCY FUND (5%)</u>					\$206,040
	<b>SUBTOTAL - VOTER REGISTRATION SERVICES DIVISION</b>					<b>\$4,275,000</b>

		Units	Cost (US\$)	Subtotals	Totals	Donors
<b>B.</b>	<b>POLITICAL PARTY SERVICES DIVISION</b>					
<b>1.00</b>	<b>EQUIPMENT AND SERVICE</b>					
1.01	Desktop Computers	3	2300	\$6,900		
1.02	Desktop Printer	1	600	\$600		
1.03	Desktop Photocopier	1	3000	\$3,000		
1.04	Photocopier Service	1	350	\$350		
1.05	Peripherals	3	300	\$900		
1.06	UPS Units	3	350	\$1,050		
1.07	Facsimile Machine	1	800	\$800		
1.08	Dividers, Desks, Chairs, etc.	1	4000	\$4,000		
1.09	Software - Suites	3	1200	\$3,600		
1.10	Shipping, Customs Fees	20%		\$4,240		
	<i>Sub-Total: Equipment and Services</i>				\$25,440	
<b>2.00</b>	<b>SUPPLIES</b>					
2.01	Photocopier/Printer Paper (reams)	200	6	\$1,200		
2.02	Facsimile Machine Paper	25	10	\$250		
2.03	Party Candidate Signature Forms	10000	0.03	\$300		
2.04	Campaign Finance Disclosure Forms	1000	0.03	\$30		
2.05	Party Agent Accreditation Forms	30000	0.03	\$900		
2.06	Campaign Complaint Forms	15000	0.03	\$450		
2.07	Other Office Supplies	1	15000	\$15,000		
2.08	Shipping, Customs Fees	20%		\$3,386		
	<i>Sub-Total: Supplies</i>				\$21,516	



	Units	Cost (US\$)	Subtotals	Totals	Donors
<b>3.00 PERSONNEL</b>					
		<u>Days</u>			
3.01 Political Party Services Director	1	220	95	\$20,900	
3.02 Media Monitoring Manager	1	220	95	\$20,900	
		<u>Months</u>			
<b>LOCAL STAFF</b>					
3.03 Secretary	2	7	800	\$11,200	
3.04 Transportation Personnel	5	7	500	\$17,500	
3.05 File Clerks	2	7	700	\$9,800	
<i>Sub-Total: Personnel</i>				\$80,300	
<b>4.00 VOTER EDUCATION</b>					
4.01 Sample Party/Candidate Signature Forms	1,000		0.03	\$30	
4.02 Sample Campaign Finance Disclosure Forms	1,000		0.03	\$30	
4.03 Sample Party Agent Accreditation Forms	1,000		0.03	\$30	
4.04 Sample Campaign Complaint Form	1,000		0.03	\$30	
4.05 Party/Candidate Instruction Guide	1,000		2	\$2,000	
4.06 Campaign Code of Conduct	1,000		2	\$2,000	
4.07 Debate and Campaign Forum Fund	1		1	\$25,000	
<i>Sub-Total: Voter Education</i>				\$29,120	
<b>5.00 OTHER ADMINISTRATIVE SUPPORT</b>					
		<u>Months</u>			
5.01 Campaign Finance Fund	1	-	-	\$2,000,000	
5.02 Vehicle Lease/Purchase	1	-	-	\$30,000	
5.03 Fuel/Oil Expenses	1	7	10,000	\$70,000	
5.04 Other Vehicle Servicing	5	7	1,000	\$35,000	
5.05 Travel and Transportation	1	-	10,000	\$10,000	
5.06 Communications	1	7	1,000	\$7,000	
5.07 Translation Services	1	-	-	\$10,000	

		Units	Cost (US\$)	Subtotals	Totals	Donors
	<i>Sub-Total: Other Administrative Support</i>				\$2,152,000	
6.00	CONTINGENCY FUND (5%)				\$111,824	
	<b>SUB-TOTAL: POLITICAL PARTY SERVICES DIVISION</b>				<b>\$2,420,000</b>	

		Units	Cost (US\$)	Subtotals	Totals	Donors
<b>C.</b>	<b>ELECTION SERVICES DIVISION</b>					
<b>1.00</b>	<b>EQUIPMENT AND SERVICE</b>					
1.01	Desktop Computers	10	2300	\$23,000		
1.02	Desktop Printers	10	600	\$6,000		
1.03	Peripherals	10	350	\$3,500		
1.04	UPS Units	10	350	\$3,500		
1.05	Photocopiers	1	10000	\$10,000		
1.06	Photocopier Service	1	600	\$600		
1.07	Dividers, Desks, Tables, etc.	20	3000	\$60,000		
1.08	Software Suite	10	1200	\$12,000		
1.09	Facsimile Machines (HQ)	2	800	\$1,600		
1.10	Facsimile Machines (Municipalities)	112	800	\$89,600		
1.11	Facsimile Machines (Cantons)	9	800	\$7,200		
1.12	Shipping, Customs Fees	20%		\$43,400		
	<i>Sub-Total: Equipment &amp; Services</i>				\$260,400	
<b>2.00</b>	<b>SUPPLIES</b>					
			<u>Elections</u>			
2.01	Ballots	23,100,000	-	0.30	\$6,930,000	
2.02	Ballot Boxes	28,182	-	25	\$704,550	
2.03	Ballot Transfer Seals	44,286	2	0.35	\$31,000	
2.04	Ballot Envelopes	23,100,000	-	0.20	\$4,620,000	
2.05	Voting Privacy Screens	16,000	-	3	\$48,000	
2.06	Transfer Cases	4,000	2	25	\$200,000	
2.07	Polling Station Validation Stamps	4,000	-	2	\$8,000	
2.08	Signage (3/polling station)	12,000	2	0.75	\$18,000	
2.09	Adhesive tape	30,500		0.35	\$10,675	
2.10	Pens	61,000		0.20	\$12,200	
2.11	Pencils	61,000		0.05	\$3,050	

	Units		Cost (US\$)	Subtotals	Totals	Donors
2.12 Pencil Sharpeners	4,000		0.20	\$800		
2.13 Lamps	4,000		10	\$40,000		
2.14 Batteries	8,000		5	\$40,000		
2.15 Poll Worker Credentials	61,000		2	\$122,000		
2.16 General Station Admin. Supplies	4,000		50	\$200,000		
2.17 Election Results Report Form	20,000	2	0.03	\$1,200		
2.18 Contingency Forms Fund	100,000		0.03	\$3,000		
2.19 Shipping, Customs Fees	10%	-		\$1,443,594		
<i>Sub-Total: Polling Station Supplies</i>					\$14,436,069	
<b>3.00 PERSONNEL</b>						
		<u>Days</u>				
3.01 Director General of Elections	1	220	95	\$20,900		
3.02 International PEC Members	2	220	95	\$41,800		
3.03 Secretary to the Election Commission	1	220	95	\$20,900		
3.04 Planning Coordinator	1	220	95	\$20,900		
3.05 Director of Election Services	1	220	95	\$20,900		
3.06 Voter Education Manager	1	220	95	\$20,900		
3.06 Election Worker Training Manager	1	220	95	\$20,900		
		<u>Months</u>				
3.06 Election Worker Trainers	10	7	750	\$52,500		
3.07 Secretaries	5	7	700	\$24,500		
3.08 Administrative Staff	7	7	700	\$34,300		
3.09 File Clerks	5	7	650	\$22,750		
3.10 Drivers/Facilitators	5	7	500	\$17,500		
3.11 Security Personnel	10	2	450	\$9,000		
		<u>Elections</u>				
3.12 Core Trainers (local)	20	2	75	\$3,000		
3.13 Poll Workers	12,000	2	10	\$240,000		
3.14 Absentee Ballot Workers	650	2	10	\$13,000		

	Units	Cost (US\$)	Subtotals	Totals	Donors
<i>Sub-Total: Personnel</i>				\$583,750	
<b>4.00 TRAINING</b>					
4.01 Training Manuals	15,500	3	\$46,500		
4.02 Training Videos	5	2000	\$10,000		
4.03 Video Copies	100	25	\$2,500		
4.04 Notepads	15,500	0.25	\$3,875		
4.05 Pens	30,000	0.10	\$3,000		
4.06 Other Office Supplies	1	10000	\$10,000		
4.07 Portable Video Display Monitors	20	500	\$10,000		
<i>Sub-Total: Training Expenses</i>				\$85,875	
<b>5.00 VOTER EDUCATION</b>					
5.01 Voter Education Videos	5	2000	\$10,000		
5.02 Posters	10,000	3	\$30,000		
5.03 Voting Instruction Sheets	10,000	2	\$20,000		
5.04 Copies of Electoral Codes	1,000	3	\$3,000		
5.05 Copies of Constitution	1,000	3	\$3,000		
5.06 Party and Candidate Guides	10,000	3	\$30,000		
5.07 Maps of Voting Districts	5,000	3	\$15,000		
5.08 Illustrated Voting Guides	5,000	5	\$25,000		
5.09 Polling Station Guides	10,000	3	\$30,000		
5.10 Election Result Reports	10,000	2	\$20,000		
<i>Sub-Total: Voter Education Activities</i>				\$186,000	
<b>6.00 OTHER ADMINISTRATIVE SUPPORT</b>					
6.01 Vehicle Purchases	30	35,000	\$1,050,000		

	Units	Cost (US\$)	Subtotals	Totals	Donors
6.02 Vehicle Rental/Lease Arrangements	140	3,000	\$420,000		
6.03 Other Vehicle Service	160	1,000	\$160,000		
6.04 Fuel, Oil, Filters, Maintenance, etc.	1	50,000	\$50,000		
6.05 Helicopter Service	30	F-hours 2,000	\$60,000		
6.06 Travel & Transport	1	100,000	\$100,000		
6.07 Overseas Balloting Contractors	(various)	1,000,000	\$1,000,000		
6.08 Translation Services	1	-	\$100,000		
6.09 Other PEC Administrative Expenses	1	-	\$50,000		
6.10 Communications Expenses	112	4 1,000	\$448,000		
<i>Sub-Total: Other Administrative Support</i>				\$3,438,000	
7.00 <u>CONTINGENCY FUND (5%)</u>				<u>\$949,505</u>	
<b>SUBTOTAL: ELECTION SERVICES DIVISION</b>				<b>\$19,939,599</b>	

		Units	Cost (US\$)	Subtotals	Totals	Donors
D.	ELECTION SUPERVISION AND MONITORING GROUP					
1.00	EQUIPMENT AND SERVICE					
1.01	Desktop Computers	2	2300	\$4,600		
1.02	Desktop Printer	1	600	\$600		
1.03	Photocopier	1	10000	\$10,000		
1.04	Photocopier Service	1	600	\$600		
1.05	Peripherals	2	300	\$600		
1.06	Software Suites	2	1200	\$2,400		
1.07	UPS Units	2	350	\$700		
1.08	Facsimile Machine	1	800	\$800		
1.09	Dividers, Desks, Chairs, etc.	1	5000	\$5,000		
1.10	Shipping, Customs, Fees	20%		\$5,060		
	Sub-Total: Equipment and Supplies				\$30,360	
2.00	SUPPLIES					
2.01	Facsimile Machine Paper	120	10	\$1,200		
2.02	Supervisor/Monitor Caps/Shirts	4,000	14	\$56,000		
2.03	Photocopier Paper (reams)	500	10	\$5,000		
2.04	Supervision Polling Station Forms	15,000	5	\$75,000		
2.05	Facsimile Machine Paper	25	10	\$250		
2.06	Other Office Supplies	1	10000	\$10,000		
	Sub-Total: Supplies				\$146,250	
3.00	PERSONNEL	Days				
3.01	Election Supervision Coordinator	1	220	95	\$20,900	
3.02	Election Supervision Assistant Coordinator	1	220	95	\$20,900	

	Units	Cost (US\$)	Subtotals	Totals	Donors
<b>LOCAL PERSONNEL</b>		<b>Months</b>			
3.03 Secretaries	5	7	1,800	\$63,000	
3.04 Logistical Planners	5	7	1,400	\$49,000	
3.05 Admin. Staff	15	7	700	\$73,500	
<b>ELECTION DAY SUPERVISION PERSONNEL</b>		<b>Days</b>			
3.06 Supervision Trainers (Internationals)	4	20	95	\$7,600	
3.07 Election Supervisors	4,000	14	95	\$5,320,000	
3.08 Interpreters	2,000	14	40	\$1,120,000	
3.09 Drivers	2,000	14	30	\$840,000	
<i>Sub-Total: Personnel</i>				<b>\$7,514,900</b>	
<b>4.00 TRAINING</b>		<b>Days</b>			
4.01 Training Venue Rentals	20	2	500	\$20,000	
4.02 Training Video	1		2,000	\$2,000	
4.03 Supervisor's Election Manuals	4,000		19	\$76,000	
4.04 Notepads	12000		0.50	\$6,000	
4.05 Pens	12000		0.10	\$1,200	
<i>Sub-Total: Training</i>				<b>\$105,200</b>	
<b>5.00 VOTER EDUCATION</b>					
5.01 Television Spots	1	2	2000	\$4,000	
5.02 Radio Spots	5	2	1000	\$10,000	
<i>Sub-Total: Voter Education</i>				<b>\$14,000</b>	
<b>6.00 OTHER ADMINISTRATIVE SUPPORT</b>		<b>Days</b>			
6.01 Vehicle Rental Lease	2,000	14	25	\$700,000	



		Units	Cost (US\$)	Subtotals	Totals	Donors
6.02	Fuel, Oil, etc. (@10 gal/day)	20,000	14 4	\$1,120,000		
6.03	Servicing of Vehicles	600	14 75	\$630,000		
6.04	Communications	1	14 4000	\$56,000		
6.05	Overseas Monitoring Contractors	1	- 500,000	\$500,000		
6.06	Travel and Transport	1	- -	\$4,500,000		
6.07	Translation Services	1	- 50,000	\$50,000		
6.08	Helicopter Services (Emergency Rentals)	30	F-hours 2,000	\$60,000		
	<i>Sub-Total: Other Administrative Support</i>				\$7,630,000	
7.00	<u>CONTINGENCY FUND (5%)</u>				\$815,616	
	<b>SUB-TOTAL: ELECTION DAY SUPERVISION &amp; MONITORING</b>				<b>\$16,256,326</b>	

**PROVISIONAL ELECTION COMMISSION  
BUDGET AND NOTES**

Based on the use of 6,600 Polling Stations  
and 1,200 Election Supervisors  
(v.1200)

A. <u>VOTER REGISTRATION AND SERVICES DIVISION</u>		<u>COST (US\$)</u>	<u>SUB-TOTALS</u>	DONORS
1.00	EQUIPMENT AND SERVICE	\$780,060		
2.00	SUPPLIES	\$330,000		
3.00	PERSONNEL	\$1,016,100		
4.00	TRAINING	\$144,000		
5.00	VOTER EDUCATION	\$400,000		
6.00	OTHER ADMINISTRATIVE SUPPORT	\$1,398,800		
7.00	CONTINGENCY FUND	\$206,040		
<u>SUBTOTAL - VOTER REGISTRATION SERVICES DIVISION</u>			<u>\$4,275,000</u>	
B. <u>POLITICAL PARTY SERVICES DIVISION</u>				
1.00	EQUIPMENT AND SERVICE	\$25,440		
2.00	SUPPLIES	\$21,516		
3.00	PERSONNEL	\$80,300		
4.00	VOTER EDUCATION	\$29,120		
5.00	OTHER ADMINISTRATIVE SUPPORT	\$2,152,000		
6.00	CONTINGENCY FUND	\$111,624		
<u>SUBTOTAL - POLITICAL PARTY SERVICES DIVISION</u>			<u>\$2,420,000</u>	
C. <u>ELECTION SERVICES DIVISION</u>				
1.00	EQUIPMENT AND SERVICE	\$260,400		
2.00	SUPPLIES	\$15,787,241		
3.00	PERSONNEL	\$739,750		
4.00	TRAINING	\$118,750		

5.00	VOTER EDUCATION	\$188,000	
6.00	OTHER ADMINISTRATIVE SUPPORT	\$3,438,000	
7.00	CONTINGENCY FUND	\$1,535,086	
	<b>SUBTOTAL - ELECTIONS SERVICES DIVISION</b>		<b>\$22,085,227</b>
<b>D.</b>	<b><u>ELECTION SUPERVISION AND MONITORING GROUP</u></b>		
1.00	EQUIPMENT AND SERVICE	\$30,360	
2.00	SUPPLIES	\$82,050	
3.00	PERSONNEL (*Including 1200 OSCE Election Supervisors on Election Days.)	\$2,418,900	
4.00	TRAINING	\$47,800	
5.00	VOTER EDUCATION	\$14,000	
6.00	OTHER ADMINISTRATIVE SUPPORT	\$3,350,000	
7.00	CONTINGENCY FUND	\$593,290	
	<b>SUBTOTAL - ELECTION SUPERVISION AND MONITORING</b>		<b>\$6,536,400</b>
	<b><u>GRAND TOTAL</u></b>		<b>\$35,296,827</b>

\*N.B.: The figure of 1200 OSCE Election Supervisors is based on expectations of significant coordination with IFOR, IPTF, IO, and NGO representatives during the elections.

		Units	Cost (US\$)	Subtotals	Totals	Donors
A.	<b>VOTER REGISTRATION SERVICES DIVISION</b>					
1.00	<b>EQUIPMENT AND SERVICE</b>					
1.01	File Servers (2 Gigabytes Each)	2	10,000	\$20,000		
1.02	Data Entry Workstations	20	3,000	\$60,000		
1.03	Administrative Workstations	6	3,000	\$18,000		
1.04	Desktop Computers - Field List Exhibition	50	2,300	\$115,000		
1.05	High Speed Line Printers	3	3,000	\$9,000		
1.06	Network Hardware - Misc.	3	20,000	\$60,000		
1.07	Installation/Service Agreements	3	7,000	\$21,000		
1.08	Equipment Support & Training	1	75,000	\$75,000		
1.09	Computer Memory Upgrades	3	6,000	\$18,000		
1.10	Peripherals	5	500	\$2,500		
1.11	Backup Power Generators	2	50,000	\$100,000		
1.12	Environmental Upgrades	-	12,000	\$12,000		
1.13	Office Repair and Conditioning	-	15,000	\$15,000		
1.14	Photocopier (w/ feeder - heavy duty)	2	10,000	\$20,000		
1.15	Photocopier Replacement Accessories	2	1,500	\$3,000		
1.16	Photocopier Service Agreements	2	600	\$600		
1.17	Electrical Installation and Fittings	-	14,000	\$14,000		
1.18	Uninterrupted Power Supply (UPS) - High	5	1,000	\$5,000		
1.19	Uninterrupted Power Supply (UPS) - Medium	15	350	\$5,250		
1.20	Partitions, Desks, Tables, Chairs, etc.	-	13,500	\$13,500		
1.21	Facsimile Machines	5	800	\$4,000		
1.22	Software - Suites	26	1,200	\$31,200		
1.23	Software - File Servers	2	4,000	\$8,000		
1.24	Software - Microsoft Access Database (20 users)	2	6,000	\$12,000		
1.25	Software - Microsoft Sequel Server (Client)	2	1,500	\$3,000		
1.26	Software - Microsoft Sequel Server (20 users)	1	5,000	\$5,000		
1.27	Shipping, Customs Fees	20%		\$130,010		

	Units	Cost (US\$)	Subtotals	Totals	Donors
<i>Sub-Total: Equipment and Service</i>				\$780,060	
<b>2.00 SUPPLIES</b>		<u>Copies</u>			
2.01 Paper & Printing (150 Preliminary & 5 Finals) (\$ .03/page, 50 names/page - 3.0M Voters)	60,000	155	0.03	\$279,000	
2.02 Line Printer Refill Cartridges	50		100	\$5,000	
2.03 Daily Accounting Forms	10,000		0.03	\$300	
2.04 Claim for Insertion of Name on List Forms	500,000		0.03	\$15,000	
2.05 Objection to Name of List Forms	500,000		0.03	\$15,000	
2.06 Request for Change of Residence Forms	500,000		0.03	\$15,000	
2.07 Absentee Ballot Application Forms	900,000		0.03	\$27,000	
2.08 Forms (Contingency Fund)	500,000		0.03	\$15,000	
2.09 Pens	50,000		0.30	\$15,000	
2.10 A4 Photocopy Paper (reams)	12,000		6	\$72,000	
2.11 Printers, Ribbons, Ink Refills (sets)	10		2000	\$20,000	
2.12 Other Office Supplies	150		2000	\$300,000	
2.13 Computer Tape Back-ups	20		500	\$10,000	
2.14 Misc. Blank Disks, and other Peripherals	200		81	\$16,200	
2.15 1.25 GB Formatted Memory	10		1,000	\$10,000	
2.16 Registration Form Storage Boxes Daily Seals	4,500		0.35	\$1,575	
2.17 Transfer Cases	150		25	\$3,750	
2.18 Registration Form Storage Boxes Final Seals	300		0.35	\$105	
2.19 Registration Center Posters (3)	20,000		0.10	\$2,000	
2.20 Fax Paper (rolls)	200		10	\$2,000	
2.21 Shipping, Customs Fees	20%			\$164,786	
<i>Sub-Total: Supplies</i>				\$330,000	
<b>3.00 PERSONNEL</b>		<u>Days</u>			
3.01 Voter Registration Director	1	220	95	\$20,900	
3.02 Refugee Voter Registration Manager	1	220	95	\$20,900	

	Units	Cost (US\$)		Subtotals	Totals	Donors
3.03 Computer Systems Manager	1	220	95	\$20,900		
3.04 Database Programmer	1	220	95	\$20,900		
3.05 Core Trainers	5	60	95	\$28,500		
<u>LOCAL PERSONNEL</u>		<u>Months</u>				
3.06 Other Programmers	3	7	1,500	\$31,500		
3.07 Data Control Assistants	10	7	1,400	\$98,000		
3.08 Other Computer Technicians	10	7	700	\$49,000		
3.09 Data Entry Clerks	30	4	600	\$72,000		
3.10 Local Core Trainers	20	4	1,300	\$104,000		
3.11 Laborers	40	7	500	\$140,000		
3.12 Transportation Personnel	30	7	550	\$115,500		
3.13 Security Personnel	30	7	600	\$126,000		
3.14 Other Administrative Staffing	30	7	800	\$168,000		
<i>Sub-Total: Staffing</i>					\$1,016,100	
<b>4.00 TRAINING</b>						
4.01 Registration Training Manuals	(various)		-	\$50,000		
4.02 Sample Claims Forms	(various)		-	\$1,000		
4.03 Sample Objection Forms	(various)		-	\$1,000		
4.04 Sample Transfer Forms	(various)		-	\$1,000		
4.05 Sample Absentee Application Forms	(various)		-	\$1,000		
4.06 Sample Contingency Forms Fund	(various)		-	\$40,000		
4.07 Office Supplies	(various)		-	\$45,000		
4.08 Participant Meals and Other Expenses	(various)		-	\$5,000		
<i>Sub-Total - Training Expenses</i>					\$144,000	
<b>5.00 VOTER EDUCATION</b>						
<u>Bosnia and Herzegovina</u>						
5.01 Instructional Television Spots	(various)		-	50,000		

	Units	Cost (US\$)	Subtotals	Totals	Donors
5.02	Instructional Radio Spots	(various)	- 25000		
5.03	Posters	(various)	- 25000		
5.04	Registration Booklet	(various)	- 25000		
5.05	Electoral Code	(various)	- 10,000		
5.06	Constitution	(various)	- 10,000		
	<u>Host Countries</u>				
5.07	Instructional Television Spots	(various)	- 150,000		
5.08	Instructional Radio Spots	(various)	- 25,000		
5.09	Purchase of Radio/TV Time	(various)	- 20,000		
5.10	Purchase of Radio Time	(various)	- 20,000		
5.11	Posters	(various)	- 10,000		
5.12	Registration Booklet	(various)	- 10,000		
5.13	Electoral Code	(various)	- 10,000		
5.14	Constitution	(various)	- 10,000		
	<i>Sub-Total: Voter Education (Registration)</i>			\$400,000	
6.00	<u>OTHER ADMINISTRATIVE SUPPORT</u>				
6.01	Registration Subcontractors Fund	1	1 750,000	\$750,000	
6.02	Communications	1	7 20,000	\$140,000	
6.03	Vehicle Rental/Lease	30	7 900	\$189,000	
6.04	Travel and Transportation	1	- 75,000	\$75,000	
6.05	Fuel and Oil	7,000	7 4	\$196,000	
6.06	Translation Services	1	- 25,000	\$25,000	
6.07	Servicing of Vehicles	17	7 200	\$23,800	
	<i>Sub-Total: Other Admin. Support</i>			\$1,398,800	
7.00	<u>CONTINGENCY FUND (5%)</u>			\$206,040	
	<u>SUBTOTAL - VOTER REGISTRATION SERVICES DIVISION</u>			\$4,275,000	



	Units	Cost (US\$)	Subtotals	Totals	Donors
<b>B. POLITICAL PARTY SERVICES DIVISION</b>					
<b>1.00 EQUIPMENT AND SERVICE</b>					
1.01 Desktop Computers	3	2300	\$6,900		
1.02 Desktop Printer	1	600	\$600		
1.03 Desktop Photocopier	1	3000	\$3,000		
1.04 Photocopier Service	1	350	\$350		
1.05 Peripherals	3	300	\$900		
1.06 UPS Units	3	350	\$1,050		
1.07 Facsimile Machine	1	800	\$800		
1.08 Dividers, Desks, Chairs, etc.	1	4000	\$4,000		
1.09 Software - Suites	3	1200	\$3,600		
1.10 Shipping, Customs Fees	20%		\$4,240		
<i>Sub-Total: Equipment and Services</i>				\$25,440	
<b>2.00 SUPPLIES</b>					
2.01 Photocopier/Printer Paper (reams)	200	6	\$1,200		
2.02 Facsimile Machine Paper	25	10	\$250		
2.03 Party Candidate Signature Forms	10000	0.03	\$300		
2.04 Campaign Finance Disclosure Forms	1000	0.03	\$30		
2.05 Party Agent Accreditation Forms	30000	0.03	\$900		
2.06 Campaign Complaint Forms	15000	0.03	\$450		
2.07 Other Office Supplies	1	15000	\$15,000		
2.08 Shipping, Customs Fees	20%		\$3,386		
<i>Sub-Total: Supplies</i>				\$21,516	

	Units	Cost (US\$)	Subtotals	Totals	Donors
<b>3.00 PERSONNEL</b>					
		<u>Days</u>			
3.01 Political Party Services Director	1	220	95	\$20,900	
3.02 Media Monitoring Manager	1	220	95	\$20,900	
		<u>Months</u>			
<b>LOCAL STAFF</b>					
3.03 Secretary	2	7	800	\$11,200	
3.04 Transportation Personnel	5	7	500	\$17,500	
3.05 File Clerks	2	7	700	\$9,800	
<i>Sub-Total: Personnel</i>				\$80,300	
<b>4.00 VOTER EDUCATION</b>					
4.01 Sample Party/Candidate Signature Forms	1,000		0.03	\$30	
4.02 Sample Campaign Finance Disclosure Forms	1,000		0.03	\$30	
4.03 Sample Party Agent Accreditation Forms	1,000		0.03	\$30	
4.04 Sample Campaign Complaint Form	1,000		0.03	\$30	
4.05 Party/Candidate Instruction Guide	1,000		2	\$2,000	
4.06 Campaign Code of Conduct	1,000		2	\$2,000	
4.07 Debate and Campaign Forum Fund	1		1	\$25,000	
<i>Sub-Total: Voter Education</i>				\$29,120	
<b>5.00 OTHER ADMINISTRATIVE SUPPORT</b>					
		<u>Months</u>			
5.01 Campaign Finance Fund	1	-	-	\$2,000,000	
5.02 Vehicle Lease/Purchase	1	-	-	\$30,000	
5.03 Fuel/Oil Expenses	1	7	10,000	\$70,000	
5.04 Other Vehicle Servicing	5	7	1,000	\$35,000	
5.05 Travel and Transportation	1	-	10,000	\$10,000	
5.06 Communications	1	7	1,000	\$7,000	
5.07 Translation Services	1	-	-	\$10,000	

	Units	Cost (US\$)	Subtotals	Totals	Donors
	Sub-Total: Other Administrative Support			\$2,152,000	
6.00	CONTINGENCY FUND (5%)			\$111,624	
	SUB-TOTAL: POLITICAL PARTY SERVICES DIVISION			\$2,420,000	

		Units	Cost (US\$)	Subtotals	Totals	Donors
<b>C.</b>	<b>ELECTION SERVICES DIVISION</b>					
<b>1.00</b>	<b>EQUIPMENT AND SERVICE</b>					
1.01	Desktop Computers	10	2300	\$23,000		
1.02	Desktop Printers	10	600	\$6,000		
1.03	Peripherals	10	350	\$3,500		
1.04	UPS Units	10	350	\$3,500		
1.05	Photocopiers	1	10000	\$10,000		
1.06	Photocopier Service	1	600	\$600		
1.07	Dividers, Desks, Tables, etc.	20	3000	\$60,000		
1.08	Software Suite	10	1200	\$12,000		
1.09	Facsimile Machines (HQ)	2	800	\$1,600		
1.10	Facsimile Machines (Municipalities)	112	800	\$89,600		
1.11	Facsimile Machines (Cantons)	9	800	\$7,200		
1.12	Shipping, Customs Fees	20%		\$43,400		
	<i>Sub-Total: Equipment &amp; Services</i>				\$260,400	
<b>2.00</b>	<b>SUPPLIES</b>					
			<u>Elections</u>			
2.01	Ballots	23,100,000	-	0.30	\$6,930,000	
2.02	Ballot Boxes	46,200	-	25	\$1,155,000	
2.03	Ballot Transfer Seals	72,600	2	0.35	\$50,820	
2.04	Ballot Envelopes	23,100,000	-	0.20	\$4,620,000	
2.05	Voting Privacy Screens	26,400	-	3	\$79,200	
2.06	Transfer Cases	6,600	2	25	\$330,000	
2.07	Polling Station Validation Stamps	6,600	-	2	\$13,200	
2.08	Signage (3/polling station)	21,000	2	0.75	\$31,500	
2.09	Adhesive tape	50,000		0.35	\$17,500	
2.10	Pens	100,000		0.20	\$20,000	
2.11	Pencils	100,000		0.05	\$5,000	

		Units	Cost (US\$)	Subtotals	Totals	Donors
2.12	Pencil Sharpeners	6,600	0.20	\$1,320		
2.13	Lamps	6,600	10	\$66,000		
2.14	Batteries	15,000	5	\$75,000		
2.15	Poll Worker Credentials	100,000	2	\$200,000		
2.16	General Station Admin. Supplies	12,000	30	\$360,000		
2.17	Election Results Report Form	20,000	2 0.03	\$1,200		
2.18	Contingency Forms Fund	100,000	0.03	\$3,000		
2.19	General Station Admin. Supplies	6,600	2 20	\$264,000		
2.20	Shipping, Customs Fees	10%	-	\$1,564,501		
	<i>Sub-Total: Polling Station Supplies</i>				\$15,787,241	
<b>3.00</b>	<b>PERSONNEL</b>					
			<u>Days</u>			
3.01	Director General of Elections	1	220 95	\$20,900		
3.02	International PEC Members	2	220 95	\$41,800		
3.03	Secretary to the Election Commission	1	220 95	\$20,900		
3.04	Planning Coordinator	1	220 95	\$20,900		
3.05	Director of Election Services	1	220 95	\$20,900		
3.06	Voter Education Manager	1	220 95	\$20,900		
3.06	Election Worker Training Manager	1	220 95	\$20,900		
	<u>LOCAL PERSONNEL</u>		<u>Months</u>			
3.06	Election Worker Trainers	10	7 750	\$52,500		
3.07	Secretaries	5	7 700	\$24,500		
3.08	Administrative Staff	7	7 700	\$34,300		
3.09	File Clerks	5	7 650	\$22,750		
3.10	Drivers/Facilitators	5	7 500	\$17,500		
3.11	Security Personnel	10	2 450	\$9,000		
	<u>POLLWORKER TRAINING PERSONNEL</u>		<u>Elections</u>			
3.12	Core Trainers (local)	20	2 75	\$3,000		
3.13	Poll Workers	19,800	2 10	\$396,000		

	Units	Cost (US\$)	Subtotals	Totals	Donors
3.14 Absentee Ballot Workers	650	2 10	\$13,000		
<i>Sub-Total: Personnel</i>				\$739,750	
<b>4.00 TRAINING</b>					
4.01 Training Manuals	25,000	3	\$75,000		
4.02 Training Videos	5	2000	\$10,000		
4.03 Video Copies	100	25	\$2,500		
4.04 Notepads	25,000	0.25	\$6,250		
4.05 Pens	50,000	0.10	\$5,000		
4.06 Other Office Supplies	1	10000	\$10,000		
4.07 Portable Video Display Monitors	20	500	\$10,000		
<i>Sub-Total: Training Expenses</i>				\$118,750	
<b>5.00 VOTER EDUCATION</b>					
5.01 Voter Education Videos	5	2000	\$10,000		
5.02 Posters	10,000	3	\$30,000		
5.03 Voting Instruction Sheets	10,000	2	\$20,000		
5.04 Copies of Electoral Codes	1,000	3	\$3,000		
5.05 Copies of Constitution	1,000	3	\$3,000		
5.06 Party and Candidate Guides	10,000	3	\$30,000		
5.07 Maps of Voting Districts	5,000	3	\$15,000		
5.08 Illustrated Voting Guides	5,000	5	\$25,000		
5.09 Polling Station Guides	10,000	3	\$30,000		
5.10 Election Result Reports	10,000	2	\$20,000		
<i>Sub-Total: Voter Education Activities</i>				\$186,000	
<b>6.00 OTHER ADMINISTRATIVE SUPPORT</b>					

		Units	Cost (US\$)	Subtotals	Totals	Donors
6.01	Vehicle Purchases	30	35,000	\$1,050,000		
6.02	Vehicle Rental/Lease Arrangements	140	3,000	\$420,000		
6.03	Other Vehicle Service	160	1,000	\$160,000		
6.04	Fuel, Oil, Filters, Maintenance, etc.	1	50,000	\$50,000		
6.05	Helicopter Service	30	F-hour 2,000	\$60,000		
6.06	Travel & Transport	1	100,000	\$100,000		
6.07	Overseas Balloting Contractors	(various)	1,000,000	\$1,000,000		
6.08	Translation Services	1	-	\$100,000		
6.09	Other PEC Administrative Expenses	1	-	\$50,000		
6.10	Communications Expenses	112	4 1,000	\$448,000		
	<i>Sub-Total: Other Administrative Support</i>				\$3,438,000	
7.00	<u>CONTINGENCY FUND (5%)</u>				<u>\$1,535,086</u>	
	<b>SUBTOTAL: ELECTION SERVICES DIVISION</b>				<b>\$22,065,227</b>	

		Units	Cost (US\$)	Subtotals	Totals	Donors
<b>D.</b>	<b>ELECTION SUPERVISION AND MONITORING GROUP</b>					
<b>1.00</b>	<b>EQUIPMENT AND SERVICE</b>					
1.01	Desktop Computers	2	2300	\$4,600		
1.02	Desktop Printer	1	600	\$600		
1.03	Photocopier	1	10000	\$10,000		
1.04	Photocopier Service	1	600	\$600		
1.05	Peripherals	2	300	\$600		
1.06	Software Suites	2	1200	\$2,400		
1.07	UPS Units	2	350	\$700		
1.08	Facsimile Machine	1	800	\$800		
1.09	Dividers, Desks, Chairs, etc.	1	5000	\$5,000		
1.10	Shipping, Customs, Fees	20%		\$5,060		
	<i>Sub-Total: Equipment and Supplies</i>				\$30,360	
<b>2.00</b>	<b>SUPPLIES</b>					
2.01	Facsimile Machine Paper	120	10	\$1,200		
2.02	Supervisor/Monitor Caps/Shirts	1,200	14	\$16,800		
2.03	Photocopier Paper (reams)	500	10	\$5,000		
2.04	Supervision Polling Station Forms	10,000	5	\$50,000		
2.05	Facsimile Machine Paper	25	10	\$250		
2.06	Other Office Supplies	1	10000	\$10,000		
	<i>Sub-Total: Supplies</i>				\$82,050	
<b>3.00</b>	<b>PERSONNEL</b>		<b>Days</b>			
3.01	Election Supervision Coordinator	1	220	95	\$20,900	
3.02	Election Supervision Assistant Coordinator	1	220	95	\$20,900	



	Units	Cost (US\$)	Subtotals	Totals	Donors
<b>LOCAL PERSONNEL</b>		<b>Months</b>			
3.03 Secretaries	5	7	1,800	\$63,000	
3.04 Logistical Planners	5	7	1,400	\$49,000	
3.05 Admin. Staff	15	7	700	\$73,500	
<b>ELECTION DAY SUPERVISION PERSONNEL</b>		<b>Days</b>			
3.06 Supervision Trainers (Internationals)	4	20	95	\$7,600	
3.07 Election Supervisors	1,200	14	95	\$1,596,000	
3.08 Interpreters	600	14	40	\$336,000	
3.09 Drivers	600	14	30	\$252,000	
<i>Sub-Total: Personnel</i>				<b>\$2,418,900</b>	
<b>4.00 TRAINING</b>		<b>Days</b>			
4.01 Training Venue Rentals	20	2	500	\$20,000	
4.02 Training Video	1		2,000	\$2,000	
4.03 Supervisor's Election Manuals	1,200		19	\$22,800	
4.04 Notepads	5000		0.50	\$2,500	
4.05 Pens	5000		0.10	\$500	
<i>Sub-Total: Training</i>				<b>\$47,800</b>	
<b>5.00 VOTER EDUCATION</b>					
5.01 Television Spots	1	2	2000	\$4,000	
5.02 Radio Spots	5	2	1000	\$10,000	
<i>Sub-Total: Voter Education</i>				<b>\$14,000</b>	
<b>6.00 OTHER ADMINISTRATIVE SUPPORT</b>		<b>Days</b>			
6.01 Vehicle Rental Lease	600	14	25	\$210,000	

		Units	Cost (US\$)		Subtotals	Totals	Donors
6.02	Fuel, Oil, etc. (@10 gal/day)	10,000	14	4	\$560,000		
6.03	Servicing of Vehicles	400	14	75	\$420,000		
6.04	Communications	1	14	4000	\$56,000		
6.05	Overseas Monitoring Contractors	1	-	500,000	\$500,000		
6.06	Travel and Transport	1	-	-	\$1,500,000		
6.07	Translation Services	1	-	50,000	\$50,000		
6.08	Helicopter Services (Emergency Rentals)	20	F-hour	2,000	\$40,000		
	<i>Sub-Total: Other Administrative Support</i>					\$3,350,000	
7.00	<b>CONTINGENCY FUND (3%)</b>					\$593,290	
	<b>SUB-TOTAL: ELECTION DAY SUPERVISION &amp; MONITORING</b>					\$6,536,400	



**MEMORANDUM**

**TO:** Robert Frowick, Head of Mission/OSCE

**FROM:** Scott R. Lansell, Election Advisor *SL*

**SUBJECT:** Extended Budget Notes

**DATE:** February 27, 1996

Per our conversation on the way out of the office last night, I have re-addressed the level of detail supplied in the budget notes section of the "Organizational Guidelines" compendium. You will find attached detailed notes corresponding to the budgets which more fully explain the rational behind the numbers, in addition to supplying more information on the various expenses anticipated.

I hope this information will be of use during your upcoming meeting in Vienna with Secretary General Hoynk in that it will give you a clearer idea of the specific funding requirements envisioned in the each budget.

In addition, I have attached the following documents (referenced in the budget notes), which in more detail address specific training and material development needs related to election workers and monitors:

1. Sample Outline of a Poll Worker Guidebook
2. Poll Worker "Cascade" Training Overview
3. Sample Training Objectives for Election Workers
4. Sample Training Manual for Political Party Agents
5. Absentee Voting Committees: Concept and Procedural Guidelines

Please let me know if you would like to speak on this issue further.

**CC:** Jeff Fischer  
Judy Thompson  
Arjunja Kannangara

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## **EXTENDED BUDGET NARRATIVE**

This budget is intended to be a financial representation of the Organizational Guidelines for the Provisional Election Commission (PEC). As such, it is preliminary and final costs cannot be determined until certain procedures are defined and policy questions fully addressed.

In addition to the unit and total costs listed, there is an additional column to be completed where potential donors for the equipment, supplies, or services can be shown. Costs are shown in US dollars.

This budget is based upon assumptions which are spelled out in the budget notes below and the in the Guidelines. This budget does not include costs associated with the operation of the OSCE central, regional, or field offices. Costs associated with the operation of the PEC as a body, its international Members, Secretary, Director General of Elections, and Planning Coordinator are shown in the Election Services Division budget.

### **A. Voter Registration Division**

#### **1.00 Equipment and Service**

1.01 - 1.25

These line items are based upon the assumption that the technical capacity of the Statistical Institute will need to be augmented, or the capacity developed within the PEC ,in order to conduct a comparison of the 1991 census with other lists and produce an updated final voter list.

Based upon 348M of raw voter registration data, plus 100M for geographical data, multiplied times a factor of 4 to provide for database overhead and indexes; 2 gigabytes for data storage meets the requirements for data storage. For performance, data should be separated from indexes; for security, data should be replicated on a second hard drive; and there will be a need for storage for program files; and workspace, so a fileserver with 2G hard drives would provide adequate storage. RAM requirement: 64M. Finally, due to power fluctuations and a lack of available replacement parts, the fileserver should be replicated in another room, on a different electrical phase from the primary fileserver.

Raw data storage estimates for 3 million voters:

Name	30
ID Number	9
Gender	1
Address	50
Date of Birth	6
Data Source	6 (census, etc.)
Subtotal	102
Round Up Next Power of 2	128
Number of voters	3 million
Raw Data Storage	384 Megabytes

For the purposes of this budget, it is assumed that 500,000 changes to the list will be need to be entered.

Voters Requiring Data Entry	500,000
Voters Per Hour of Data Entry	40
Person Hours (500,000/40)	12,500
Productive Hours Per Shift (30/3 Shifts)	90
Person Weeks To Completion	140
With 20 Terminals	7 Weeks

**System Hardware:**

2 Fileservers, Pentium 130, 64 M RAM, four 2G HD in Each  
6 Workstations, Pentium 130, 32 RAM, 1G HD in Each  
Data Entry Workstations, Pentium 60, 16M RAM, 540 HD in Each  
Network Cabling - 10-Base-T

**System Software:**

Database Storage - Divide database requirements into Back-End (storage, sorting, integrity enforcement) and Front-end (user interface, reporting). For Back-End on a PC-LAN Microsoft SQL.

Database User Interface - Access.

Operating System - Windows NT v. 3.51 on the fileserver and Windows 95 on the workstations.

1.04 These desktop computers are proposed to be used for the review of voter registration lists in the field. In item 2.01, 150 copies of the preliminary voter list are also expensed. This represents some double counting in the exhibition function.

1.22 "Software - Suites" is a term which refers to any set of software packages (word processing, spreadsheet, etc.) selected for standard distribution to computer users.

## **2.00 Supplies**

2.01 The paper supply is calculated on the basis of 50 names per page (although appropriate programming should increase that number). This line item assumes photocopying 150 copies of the preliminary list and 5 copies of the final list.

2.07 The Contingency Forms Fund covers funding for forms not yet identified and required for the registration process. Other divisional budgets also have such contingency funds.

## **3.00 Personnel**

3.01 - 3.05

These positions are to be filled through international sources and seconded by OSCE participating states. Local staff requirements will be contracted and will include technical, administrative, and logistical personnel.

## **4.00 Training**

Training denotes the basic requirement of preparing voter registration workers with the knowledge and sample material to better understand the processes they will encounter during the month-long registration process. In this budget, an "automatic registration process" is envisioned which allows for public inspection of the voter list based on the 1991 census figures. This period (tentatively to begin o/a March 31) is to last for approximately one month and will allow voters to change information presented on the preliminary list. These changes may include name changes (marriage), address changes, death notices, and adding voters to the list who were not yet 18 at the time of the census. In this budget, a limited training period is envisioned not to last more than two days (per session) in order to brief necessary registration staff on PEC rules, regulations, forms and protocols.

## **5.00 Voter Education**

### **5.01 - 5.14**

These figures represent the basic production costs for video, audio, and print materials. It is assumed that other organizations will assist in defraying the costs of mass production and distribution. The OSCE may prepare, with assistance from the Voter Education specialist (seconded), a multi-media information campaign to fully apprise voters of their right to inspect the lists, the basis for the information thus collected, and actions on their part to change information on each voter list (including time period, identification required, and locations to apply for registration).

## **6.00 Other Administrative Support**

6.01 The Registration Subcontractors Fund represents an estimate for a subcontractor to conduct voter registration processing outside of Bosnia and Herzegovina. This is considered to have specific merit due to the number of refugee-supporting countries in Europe and, the technical capability necessary to contact, inform and register up to 1,000,000 potential voters who may or may not be able to return to BiH prior to the elections.

### **6.01-6.07**

Other costs outlined in this section refer to administrative, logistic and transportation related expenses which will be used to support the Voter Registration Division.

Throughout this budget a reference to the leasing or renting of vehicles is implied. It is hoped that the dependence on purchased vehicles will be kept to a minimum with the exception of cases where security, location, and/or vehicle capability limits the options available. The use of hired cars & drivers may be more efficient for limited travel over short periods of time or in urban areas.

## **B. Political Party Services Division**

### **1.00 Equipment and Service & 2.00 Supplies**

Limited office equipment is anticipated for the Political Party Services Division. This unit is to be an entity serving as the primary party liaison office for the PEC responsible for party press conferences, information briefings, complaint receipt, regulation dissemination, and ultimately the organ which will have the authority to disburse party assistance funds in order to financially support parties from each Entity.

### **3.00 Voter Education**

More aptly called Political Party Education, these line items will support the expenses incurred on informing parties, candidates, and ultimately the voters, on programs and services available under this Division. A limited amount of voter education will be planned to inform the public of the various forms of financial assistance that may be made to allow "ballot-accessible" parties the financial capability to share their message. A "Sample Training Outline for Party Agents" has been prepared which highlights areas which should be covered by documentation and/or training for political party agents (monitors) on each election day. The PEC will be tasked with detailing financial disclosure, reporting, and spending limits during the course of their legal code preparation which will be shared with parties via this and other mechanisms. A distribution formula shall be developed by the PEC for the award of monies from this fund to political parties and candidates contesting in these elections.

### **5.00 Other Administrative Support**

Other costs outlined in this section refer to administrative, logistic and transportation related expenses which will be used to support the Political Party Services Division.

As noted earlier, a reference to the leasing or renting of vehicles is implied. It is hoped that the dependence on purchased vehicles will be kept to a minimum with the exception of cases where security, location, and/or vehicle capability limits the options available. The use of hired cars & drivers may be more efficient for limited travel over short periods of time or in urban areas

## **C. Election Services Division**

### **1.00 Equipment and Service**

Basic office equipment and service is anticipated for the Election Services Division which will include computers, facsimile machines, and other peripherals. This Division will be supported through the PEC's (OSCE's) regional offices and will place limited communication equipment (facsimile/phone) in each of the 112 Municipal and 9 Cantonal centers. It will have the responsibility to handle all polling station supplies, personnel and training, and general voter education initiatives (NGO supported) through the pre-election period.

### **2.00 Supplies**

- 2.01 The number of ballots is calculated by assuming seven different ballots employed on a national basis: 1) municipal for the Federation and Republika Srpska; 2) cantons for the Federation; 3) House of Representatives for the Federation; 4) National Assembly for Republika Srpska; 5) House of Representatives of Bosnia and Herzegovina; 6) Presidency of Republika Srpska; and 7) the three-member Presidency, 3.0 million voters; and a 10 percent overage.
- 2.03 The number of ballot boxes assume a separate box for each ballot type for each polling station. The composition of the boxes is unknown and the \$25 figure is an average; a metal ballot box would be more (\$40), a cardboard box would be less (\$10).



- 2.04 The number of ballot box/transfer seals assume one per ballot box for each election (7); and two per transfer case for each election (4) for each polling stations.
- 2.06 The number of voting privacy screens assumes an average of four screens per polling station. This figure also assumes cardboard voting screens.

### **3.00 Personnel**

The Election Services Division will be the largest mid-term personnel-dependent Division in that it must support each of the 112 Municipal offices, 9 Cantonal offices, and support election day workers (poll workers and absentee ballot workers) via necessary training , material development, and the consummation of their duties on each of the two election days. If not clarified earlier, all expenses (including personnel, supplies, ballots, and supervision) are based on the PEC's decision to hold Municipal and Cantonal elections one week in advance of the upper-level elections (House of Representatives and Presidency elections). Most equipment will of course be used in both, but personnel and supplies must be budgeted to support two "stand-alone" processes.

The personnel line items also denote the need to manage and train Absentee Ballot Workers for those individuals who are either displaced (in-country) or refugees who wish to exercise their right to vote in these elections. An "Absentee Voting Committee Procedural Outline" has been prepared to fully detail the process under consideration to accomplish this critical task.

### **4.00 Training**

As reference above, election day workers (pollworkers and absentee ballot workers) will need to be exposed to limited training in preparation for their duties on each election day. A "Cascade Training Outline", a "Sample Training Objectives Outline", a "Sample Poll Worker Guidebook", and an "Absentee Voting Committee Procedural Outline" have been prepared to detail aforementioned capacity-building requirements.

## **5.00 Voter Education**

### **5.01 - 5.10**

These figures represent the basic production costs for video, audio, and print materials. Copies of electoral codes, party and candidate guidebooks, and material production of training manuals (referenced above) for various election worker personnel are budgeted in these line items. It is hoped that other international organizations may assist in defraying the costs of mass production and distribution including IFOR, UNHCR, and international NGOs.

## **6.00 Other Administrative Support**

Other costs outlined in this section refer to administrative, logistic and transportation related expenses which will be used to support the Election Services Division.

As noted earlier, a reference to the leasing or renting of vehicles is implied. In this Division, which will serve the greatest number of mid-term personnel and service oriented tasks, it is hoped that the dependence on purchased vehicles will be kept to a minimum with the exception of cases where security, location, length of use, and/or vehicle capability limits the options available. Again, the use of hired cars & drivers may be more efficient for limited travel over short periods of time or in urban areas.

### **D. Election Supervision and Monitoring**

#### **1.00 Equipment and Services**

Limited office equipment and service is anticipated for the Election Supervisor and Monitoring Group which will include computers, facsimile machines, and other basic peripherals.

#### **2.00 Supplies**

Support of the thousands of election supervisors anticipated to take part in these elections will require supply support. Appropriate forms, identification (shirts/badges/hats), and office support supplies will prove essential to allow this Group the capability to serve the large influx of temporary personnel for about 14 days.

#### **3.00 Personnel**

In addition to seconded individuals from OSCE-member nations and office local staff support, the Election Supervision Group must support the thousands of Election Supervisors with US\$95/day in per diem expenses. This will cover all accommodations, meals, and incidentals of these non-salaried or seconded individuals.

This Group must also support all logistic expenses connected with the thousands of Election Supervisors. This budget envisions two Supervisors traveling to remote sections of the country accompanied by one driver and one interpreter per two-person team. It is the experience of the drafters of this budget that this scenario allows freedom of access to transportation and linguistic skill, while allowing teams to spread throughout the country with a better capacity to cover a number of stations. During the period between elections (local and general), Election

Supervisors will be responsible to report on initial findings, supervise renewed campaign activities, and then report on the second set of the elections prior to departure.

#### **4.00 Training**

Manual development, regionally-centered training courses (1/2 day), and basic Supervisor supplies are covered in these line items.

#### **5.00 Voter Education**

One of the most important facets of the Election Supervisor role will be the public's perception of the legitimacy of the process to be undertaken. A nation-wide voter education campaign is envisioned which will inform the public (via television and radio spots) of the impending participation of Election Supervisors from OSCE-member nations. The value of their monitoring role will underscore the interest and determination of member-nations in the support of free and fair elections in BiH.

#### **6.00 Other Administrative Support**

Other costs outlined in this section refer to administrative, logistic and transportation related expenses which will be used to support the Election Supervision Group. As noted earlier, a reference to the leasing or renting of vehicles is implied. This Group will serve the greatest number of temporary personnel (Supervisors) and service-oriented tasks.

It should also be noted that the use of hired drivers has been budgeted under the personnel section due to their length of service and security considerations which apply, however fuel expenses are noted in this section in addition to emergency helicopter services (gauged at 2,000/flight hour) which may be required.

A travel and transportation line item has been made to cover anticipated international travel of Election Supervisors. A figure of US\$1,000/Election Supervisor is included in this figure. Travel may include trans-Atlantic or inter-European air transport and limited ground transportation, if feasible.



**MEMORANDUM**

**TO:** Robert Frowick, Head of Mission/OSCE

**FROM:** Scott R. Lansell *SR*

**SUBJECT:** Polling Stations & Election Supervisor Budgets + Comments

**DATE:** February 23, 1996

Per our conversation yesterday evening, I have calculated two additional versions of the full budgets according to your suggestions. I have also added my comments to each of these scenarios.

**1. 1200 Election Supervisor Version (v.1200)**

As you will see in this budget projection, Section D drops significantly due to the more than halving of supervisors. There are savings throughout this section, most noticeable in the "Personnel" and "Other Administrative Support" sub-sections. An overall "savings" of about \$11,000,000 is accomplished using these adjustments.

It should be noted that as a general rule, Election Supervisors/Monitors generally visit between 5 and 10 stations during a 12 hour period, stopping for approximately 1-2 hours at individual stations taking notes and conversing with domestic and political party observers, who generally stay in their municipality due to personal ties in the area or knowledge of the region. International supervisors will have the opportunity to touch base with these domestic observers and add to their view of each station without having to spend more than a few hours. In my experience, I have returned on occasion to stations that have troubled me and attempted to observe the counting procedures - the most apt part of election day to be mishandled.

**2. 4000 Polling Stations Version (v.4000)**

As you will see in this budget projection, Sections C and D drop to a small extent, only based on the number of stations. Costs associated with dropping the number of stations do not clearly apply to amount of supplies in that the same number of voters must be attended. An overall "savings" of about \$3,500,000 is accomplished using these adjustments.

A small "savings" is noted in the number of ballot boxes, lighting units, signs, and privacy screens, however not significant enough to justify the following dangers and inconsistencies below.

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- a. From 1990-93 the number of stations was reported to have been approximately 5800 nationwide. Lowering the number of stations from the last series elections could be problematic as far as notification of the new sites. Voter Education on the personal level (i.e. invitations to vote) is nearly impossible due to the severe lack of postal/delivery capacity. My personal experience in Macedonia showed a lack of proper and secure process involved in delivery of these so called "invitations to vote" cards.
- b. Lowering the number of stations also presents election workers on election day with a higher per station load and dependence on additional personnel and supplies. The number of workers, boxes, screens, and material would have to be raised according to the new per-station allocation of voters. A minimal savings would be seen in budgeting this scenario as noted above. The term "through-put rate" is used to calculate the number of voters who can be serviced at a particular station during a particular period of time (12 hours in this case). This rate would have to be significantly raised to accommodate the greater number of voters at each station.
- c. As noted in the first section, most election supervisors/monitors will be visiting more than 5 stations each during the day to get a better overall impression of election day proceedings. Dropping the number of stations to be visited to accommodate funding and number of potential monitors is risky at best.
- d. People are not accustomed to visit new locations if they have traditionally voted in a commonly recognized "home station". If people are given the impression that their stations have been changed, or made less accessible, there is a danger of lowering the voter participation rate.
- e. Your concern about local "godfathers" may be well justified. It is hoped that despite pressure that may be brought to bear on individual voters to follow a common line, the secrecy of the ballot and the voting process will be represented significantly enough to assure voters that their vote will not be available to said forces. By utilizing one or more of the following: numerical ballots, security paper, official seals on boxes, transport bags, domestic/international monitor presence, and a vigorous voter education campaign on ballot secrecy, much of this concern may be diminished.

Please let me know if you would like to speak on this issue further.

CC: Jeff Fischer

# **Pre-Election Assessment Survey Kit**



**MEMORANDUM**

**TO:** Robert Frowick  
Head of Mission, OSCE

**FROM:** Jeff Fischer

**SUBJECT:** Pre-Election Survey Kit

**DATE:** February 18, 1996

Attached is a pre-election survey kit designed to assist the Provisional Election Commission (PEC) in obtaining the information it requires for the conduct and supervision of the elections.

This kit contains a series of questionnaires to be completed in the field and returned to the PEC central offices. These questionnaires are designed to provide insights on municipal infrastructure, polling stations, transportation/accommodations, local media, and civil society.

These kits can be distributed to OSCE field teams, the ECMM, and others travelling to the field.

A log showing all 112 municipalities should be developed so that the coverage gained by the return of this information can be tracked.

**CC:** Sir Kenneth Scott

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		Victor Kamber	Peter McPherson	Richard W. Soudriette <i>President</i>	

**PRE-ELECTION ASSESSMENT**

**SURVEY KIT**

**for the**

**Organization for Security and Cooperation in Europe  
OSCE**

**Bosnia and Herzegovina**

**1996**



**PRE-ELECTION ASSESSMENT  
SURVEY QUESTIONNAIRES**

- I. MUNICIPALITY QUESTIONNAIRE**
- II. POLLING STATION QUESTIONNAIRE**
- III. TRANSPORTATION/ACCOMMODATION QUESTIONNAIRE**
- IV. MEDIA QUESTIONNAIRE**
- V. CIVIL SOCIETY QUESTIONNAIRE**
- VI. POLLING STATION SURVEY FORM**

**PROVISIONAL ELECTION COMMISSION  
BOSNIA AND HERZEGOVINA  
1996**

Dear Colleague:

Enclosed in this kit you will find a series of questionnaires concerning the organization of elections in your area. These questionnaires pertain to different aspects of the electoral process and will be used to assist the Provisional Election Commission in the planning, budgeting, and execution of its responsibilities for election administration.

Completed questionnaires and other material obtained as a result of your inquiries should be returned to the PEC offices by March 31, 1996. If you have questions about these forms, please contact Christian Christiansen, Secretary of the Provisional Election Commission (PEC) at telephone no. 444-444 or by fax at 442-479 in Sarajevo.

Thank you.

Sir Kenneth Scott  
Vice Chairman  
Provisional Election Commission  
of Bosnia and Herzegovina

## MUNICIPALITY QUESTIONNAIRE

1. Name of Municipality \_\_\_\_\_
  2. Municipality Population in 1991 \_\_\_\_\_
  3. Registered Voters in 1991 \_\_\_\_\_
  4. Estimated Current Population \_\_\_\_\_
  5. Name of Mayor \_\_\_\_\_
  6. Political Party Affiliation of Mayor \_\_\_\_\_
  7. Condition of Municipality Building:  

\_\_\_\_\_ Good Condition\_\_\_\_\_ Damaged, But Functional

\_\_\_\_\_ Needs Serious Repair\_\_\_\_\_ Destroyed

Comments \_\_\_\_\_  
\_\_\_\_\_
  8. Does the municipality office have the following capacities:  

\_\_\_\_\_ Telephone

\_\_\_\_\_ Fax

\_\_\_\_\_ Computer

\_\_\_\_\_ Copier
  9. Names of officials providing information:  
\_\_\_\_\_
- Your Name and Date \_\_\_\_\_

## POLLING STATION QUESTIONNAIRE

1. Name of Municipality \_\_\_\_\_

2. Can you obtain a list of polling stations used in previous elections?

\_\_\_\_\_ Yes

\_\_\_\_\_ No

If yes, please attach the survey to this form. If no, please explain below:

3. Please name the Members and Deputies of the Municipal Election Commission and their political affiliations:

_____	_____
_____	_____
_____	_____

4. Are list of Polling Station Commissions available?

\_\_\_\_\_ Yes

\_\_\_\_\_ No

If yes, please enclose with your return package.

If no, please explain: \_\_\_\_\_

5. Is there a voter registration list from 1990 or 1992?

\_\_\_\_\_ Yes

\_\_\_\_\_ No

6. If yes, is the list in paper or on computer?

\_\_\_\_\_ Paper \_\_\_\_\_ Computer \_\_\_\_\_ Format \_\_\_\_\_

7. If yes, can you obtain a copy of the list?

\_\_\_\_\_ Yes

\_\_\_\_\_ No

8. Names of local officials providing information:

\_\_\_\_\_

Your Name and Date \_\_\_\_\_

## ACCOMMODATION/TRANSPORTATION QUESTIONNAIRE

1. Name of Municipality \_\_\_\_\_

2. Names of hotels, hostels, or guests houses in municipality.

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3. Estimated number of rooms available \_\_\_\_\_

4. Is the municipality service by:

\_\_\_\_\_ Bus service

\_\_\_\_\_ Rail service

5. Are vehicles with a driver available within the municipality?

\_\_\_\_\_ Yes

\_\_\_\_\_ No

6. If yes, please estimate the amount per day (DM) for renting the vehicle to use assuming an average daily use of 150 km per day.

---

Your Name and Date \_\_\_\_\_

## MASS MEDIA QUESTIONNAIRE

1. Name of Municipality \_\_\_\_\_

2. The municipality is served by which radio stations?

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

3. The municipality is served by which television stations?

_____	_____	_____
-------	-------	-------

4. The municipality is served by which newspapers?

_____	_____	_____
-------	-------	-------

Your Name and Date \_\_\_\_\_

## CIVIL SOCIETY QUESTIONNAIRE

1. Name of Municipality \_\_\_\_\_

2. Please list the international organizations which are active or have offices in the municipality.

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- 3. Are there local nongovernmental organizations active in the municipality?**

\*Example:

<u>Name</u>	<u>Constituency</u>
League of Women's Voters	Women

**Please list these organizations below:**

<u>Name</u>	<u>Constituency</u>
-------------	---------------------

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**Your Name and Date**

# POLLING STATION SURVEY

MUNICIPALITY \_\_\_\_\_

POLLING STATION	CONDITION	MINED AREA	TELE- PHONE	ELECT- RICITY	GAS	POTABLE WATER	SANITARY FACILITIES

NAME \_\_\_\_\_ DATE \_\_\_\_\_



## General IFES Polling Capability and Experience

*Baseline Survey of the Electorate:* Should organization such as the OSCE and IFES be asked to move forward to promote citizen participation in the electoral and broader political process in Bosnia-Herzegovina, a primary consideration must be a thorough analysis of people's attitudes toward the conditions in their country, national and local government, legal structure, political parties, media, and non-governmental organizations. Based on the absence of solid research in Bosnia-Herzegovina (BiH), IFES, utilizing in-country polling firms, has undertaken national public opinion surveys of the voting-age population to measure attitudes. Beginning in 1994, IFES initiated a series of public opinion polls in the New Independent States of the former Soviet Union on issues of elections, political process and participation, and is now preparing to carry out similar surveys in other regions where the foundation is active. Thus far, IFES has developed survey strategies in Russia, Ukraine, Moldova, Kazakstan, and Kyrgyzstan.

IFES National Surveys and accompanying analyses are not simply sociological studies, but tools which enable parliaments, election commissions, NGOs, and political parties to track the attitudes of specific sectors of society on political stability and participation, citizens rights and responsibilities, and rule of law. IFES polls accurately reflect both elite views and broader public opinion by using a dynamic methodology to adapt to the level of expertise of indigenous contractors and experience of local populations. IFES uses only national random samples and face-to-face, in-house interviewing rather than less-representative telephone, urban-only samples or intercept ("man-in-the-street") techniques.

Since resources are limited and program priorities must be set, the National Surveys provide a comparative basis by which to assess targets of opportunity in a given country. For example, it may be determined that a certain sector (i.e. young urban women) would be highly responsive to a pro-participation message but lack information. That particular group could then be approached through programming and the most effective media identified by the National Survey.

IFES research has led to a refinement of program objectives and selection of key target populations in a number of countries where IFES is carrying out technical assistance and voter education activities. The baseline survey will serve as a strategic framework upon which to develop effective voter education initiatives. Surveys would be developed by IFES public opinion experts in cooperation with a BiH-based research firm and will include a series of questions with a sample size determined by IFES polling specialists (usually 1,200-2,000 respondents). To track shifts in voter awareness, follow-up "tracking" surveys could be conducted several times throughout the course of the project. Results of each survey will be discussed at an IFES-initiated Voter Education Working Group with the intent of assisting election officials in the development of an effective voter education and media strategies, which take into account the election calendar, budgetary considerations, the audience, message, and medium of communication, as well as goals established by the PEC. Given the uniqueness and value of such a survey, results will also be made available to any group, BiH-based or international, interested in developing voter information initiatives.

*IFES Voter Education Working Group:* IFES may encourage the formation of an election administrators' working group on voter education comprising upper-level commissioners, advisors, election experts, and representatives of legal, educational, non-governmental and (if appropriate) media organizations. The purpose of the working group will be to focus the commission on its duty to inform and educate the public about elections and civic participation not only at the time of elections but also as part of its on-going work and to encourage the development of a coherent program of voter education. The results of the Survey of the BiH Electorate will serve as the basis for the group's initial discussions and brain-storming activities and later for the development of official voter education and media strategies for the local and national campaigns. The working group will also attempt to build upon the enthusiasm of government representatives.

## **Lower Level Commissions**



## International Foundation for Election Systems

1101 15th STREET, N.W. • THIRD FLOOR • WASHINGTON, D.C. 20005 • (202) 828-8507 • FAX (202) 452-0804

### MEMORANDUM

**TO:** Robert Frowick  
Head of Mission/OSCE

**FROM:** Jeff Fischer

**SUBJECT:** Lower Level Election Commissions

**DATE:** February 19, 1996

Correspondence is being distributed which requests the establishment of national, entity, cantonal, and municipal level election commissions. Since the Provisional Election Commission (PEC) is making these requests, it is important to define the role and authority of these new commissions in relationship to the PEC and its responsibilities under the Dayton Agreement.

As I understand it, municipal level commissions have traditionally possessed a role in the administration of the election at the local level. Municipal commissions have identified polling station sites, developed lists of poll workers, distributed polling supplies, and supervised the count. If similar responsibilities are going to be delegated to the municipal level in this set of elections, those tasks require definition and assignment.

As the level of commission moves up in the hierarchy to cantons and entities, the functional and authoritative roles become less clear. Perhaps these commissions could have roles in the filing of parties and candidates for elections at their respective levels, they could be used to assist in the staging of election supplies for subsequent distribution to municipalities, or could serve as regional ballot counting centers. In any case, these responsibilities must be defined and communicated.

Finally, it will be important to distinguish the responsibilities of a national commission from those of the PEC. The potential for confusion exists if the national commission somehow misinterprets its role and promulgates its own set of electoral rules and regulations. Clarity in the definition of its responsibilities is imperative.

Since these questions are bound to arise as a result of the pending correspondence, position papers describing the role and authority of these lower level commissions should be developed for distribution either with the request correspondence or soon thereafter.

**CC:** Sir Kenneth Scott

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# **Sample Outline of Poll Worker Guidebook**



## **SAMPLE OUTLINE OF A POLL WORKER GUIDEBOOK**

### **I. GUIDELINES DESCRIPTIONS**

A Poll Worker Guidebook should be prepared to provide instructions regarding procedures that the Polling Station Commission might follow on each election day and should answer questions about how their basic duties should be carried out. It would be impossible to anticipate every question or situation which may arise, however, every effort should be made to provide fundamental instructions to most issues.

A Guidebook should be regarded as a supplement to existing rules and regulations promulgated by the Provisional Election Commission (PEC). While it should attempt to explain procedural details, it should not be used to replace or supersede the election codes themselves or the published Decisions of the PEC. All polling officials are bound by the provisions of these rules and regulations. They should be supplied to each polling station commissioner and read thoroughly prior to the elections.

A Guidebook should have at least three basic features to assist poll workers in the understanding of their duties.

1. Descriptions of Steps that are to be followed.
2. Important reminders and suggestions that will make their jobs easier and/or to provide openness and ensure accountability.
3. References to Articles of the Election Code, its rules and regulations and other legislation deemed appropriate by the PEC should be noted which provide the basis for the instruction.

### **II. 1996 Election Overview for Poll Workers**

The following sections should be covered in some detail to fully explain the processes at work in these elections. Due to the fact that a total of seven (7) elections are to take place in a period of a week, poll workers and other officials should be properly alerted to the new Electoral Systems to be used in 1996.

1. Electoral Systems of Representation to be used in each of the Representative Bodies in each Entity Election;

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2. PEC Rules and Regulations Superseding Existing Legislation; and
3. The Right to Vote in these elections should be clearly defined in the document including references to:
  - Age Requirements
  - Residence Requirements
  - Identification Requirements
  - Absentee Voting Requirements
  - Non-entitled Voters.

### **III. EXPLANATION OF THE ROLE OF THE POLL WORKER**

Poll Workers must be fully informed of their role in the election process. Of all the election officials involved in each election, they will have the most personal contact with voters. They will look to the poll worker as they exercise their right to vote on each election day. The manner by which their duties are carried out may determine the degree to which voters will have confidence in the process.

### **IV. PRESENCE OF INTERNATIONAL SUPERVISORS, DOMESTIC MONITORS AND POLITICAL PARTY OBSERVERS**

The Guidebook should illustrate the following areas with regard to election supervisors, monitors and observers

1. Purpose of Having Monitors
2. Authorized Monitors
3. Rights and Obligations of Monitors
4. Responding to Monitors

### **V. BEFORE ELECTION DAY PROCESSES**

The Guidebook should run step-by-step through the process of preparing for election day(s). In this section of the book, the following sections should be considered in order to allow for the smooth preparation of election day(s).

1. Getting Ready
2. Inspecting Your Polling Station
3. Pre-Election Responsibilities Regarding the Voter List
4. Advance (Absentee) Voting
5. Supplies and Commodities
6. Ballot Delivery
7. Security Concerns

## **VI. ELECTION DAY STATION PRE-OPENING PROCEDURES**

1. Arranging Your Polling Station
2. Before Voting Begins
3. Who May Be Present
4. Assignment of Duties
5. Openness Before the Election Supervisors

## **VII. POLLING STATION OPENING PROCEDURES**

1. Routine Processing of Voters
2. Possible Exceptions to the Routine
3. Providing Assistance to Voters
4. Servicing Voters Who Must Vote at Home

## **VIII. CLOSING THE POLLING STATIONS**

1. Closing the Station
2. Secure Transport of Ballots and Election Materials

## **IX. EMERGENCY CONSIDERATIONS**

Poll Workers should be prepared in advance to respond to the rare emergency which might occur. This could include:

1. Emergency Procedures
2. Assigning Responsibilities
3. Telephone Number Maintenance: Police Officers, Municipal Election Commissions, and the PEC Liaison Office.
4. Disruption of Activity Protocols & Action (IFOR, IPTF, etc.).
5. Power Disruption Procedures

An ideal Poll Worker Guidebook would be based on an instructional materials and lectures conducted in advance of the elections to allow for the complete training of election officials at the polling station level.

## **Poll Worker “Cascade” Training Overview**





### Poll Worker "Cascade" Training Overview

There will be between 4,000 and 6,600 polling stations within Bosnia and Herzegovina for each of the two elections scheduled later this year. Within each of these polling stations, there are at least three (3) polling station officials per station. Therefore, the total number of officials to be trained will be between (a) 12,000 and (b) 19,800 people (please refer to the budgets in the Organizational Guidelines in Section C (a) "v. 4000" and (b) "v.1200", respectively).

The following assumptions should underlie a training plan:

- Training classes should be held in each of the 8 Cantonal Divisions and 116 Municipalities in the Entities. (It should be noted that these figures are apt to change due to the continued discussion regarding the status of the City of Sarajevo and the potential for on-going demarcation discussions.)
- It is envisioned that 40 poll workers would be in each training class.
- People should be invited to the classes by polling station. In other words, all poll workers from one station should be in the same training class.
- If 40 people are in each class, a total of 300/500 classes should be held.
- Each training class should last no longer than two days.
- Training should take place inside a one month period.
- A total of 10 international and 20 local trainers have been budgeted in the draft Organizational Guidelines submitted on 23 February. 300/500 trainers would be needed if there is to be one trainer per class. Ideally, there would be two trainers per class for a total of 600/1000 trainers.
- Each Training of Trainers (TOT) class would take three days.
- Trainers would be trained in groups of no more than 25. If 300/500 trainers are to be trained, then a total of 3 TOT's need to be held. If 600/1000 trainers are to be trained then 6 TOT's need to be held.
- Two TOT's could be held per week, 6 within the one month.
- Trainers could be pulled from the ranks of college lecturers, school teachers, and others with teaching experience.
- Because poll workers and their corresponding stations are not spread evenly throughout the Entities, there is a need to plan for each district differently. More trainers will be needed in the more heavily populated districts.

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# **Sample Training Objectives for Election Workers**



### **SAMPLE TRAINING OBJECTIVES FOR POLLING, REGISTRATION, AND ABSENTEE BALLOT WORKERS**

Poll Workers, Registration Workers, and Absentee Ballot Workers will need to understand all aspects of their respective procedures and processes for the period prior to, during, and after each election. The following areas should be considered as part of any training program for these key election officials.

#### **1. Election Official Pledge**

By the end of training, each election official should be willing and able to recite the Election Official pledge.

#### **2. Essential Station Materials**

By the end of training, election officials should be:

- Familiar with all of the materials provided to operate a polling, registration, or absentee station;
- Able to list all essential station materials needed (i.e. ballot papers, ballot box, electoral roll, official seals, voter registration lists, absentee voter lists, etc.).

#### **3. Arranging the Stations**

By the end of training, election officials should be able to draw a sketch of how to arrange their station to ensure an efficient and orderly flow of voters including:

- How and where registration lines will be set up to ease congestion and confusion;
- Where information signs will be placed to let voters know what line or booth to use;
- Where election officials, political party agents and other monitors are allowed to watch the process will sit;
- Where materials will be placed so they will be secure against tampering or theft;
- The position of each ballot box;

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- The position and number of the secrecy screens
- How voters will move through the station allowing a level of crowd control.

#### **4. Voter Registration Procedures**

- Required identification;
- List Verification procedures;
- Un-listed voter accountability procedures;
- Comprehension of claims and objections;

#### **5. Absentee Voting Procedures**

- Required Identification;
- Determination of domicile (cantonal/municipal);
- Comprehension of all forms and protocols for registration;
- Procedural understanding of request-by-mail applications;
- Thorough understanding of ballot handling procedures;
- Absentee Ballot completion and handling;
- Sequential filing of absentee enveloped ballots procedures;
- Comprehension of security measures during the absentee voting period;

#### **6. Pre-Polling Procedures**

By the end of training, election officials should be able to demonstrate in front of the people present the procedures that need to be completed prior to opening the polling station including:

- Showing the empty ballot box to all present;
- Showing the ballot box serial number to all present;
- Closing and sealing the ballot box;
- Allowing political party agents and domestic monitors (if appropriate) to sign a ballot box form (if used);
- Placing the ballot box in an open and accessible place;
- Showing the serial number of the ballots to the polling agents;
- Allowing agents monitors to inspect the secrecy screens;
- Announcing the number of voters on the rolls and the number of ballots received.

#### **7. Role of Election Supervisors, Monitors, and Observers**

By the end of training, election officials should be able to demonstrate through a role play who the different partisan observers and neutral watchers are and what they can and cannot do within the polling booth.

## **8. Conducting Election Day Activities**

By the end of training, election officials should be able to list each steps of the voting procedure including:

- Verifying the voter's identity by checking ID cards or asking questions;
- Finding and marking the voter's name on the electoral roll;
- Compiling protocol documents properly;
- Having the voter sign the list;
- Stamping the back of the ballot paper with the official seal;
- Ensuring the voter properly folds and deposits the ballot paper in the ballot box.

## **9. Challenged and Tendered Ballots**

By the end of training, election officials should be able to demonstrate their knowledge of tendered and challenged ballots including:

- Who is given a tendered or challenged ballot;
- What the role of party agents in these special circumstances;
- How to record and keep records of these special circumstances;
- How to preserve these ballots in different packets;
- How to explain to a voter in these circumstances what the process should be.

## **10. Security Threats to Stations**

By the end of training, election officials should be able to list some of the potential threats to the registration and ballot processes which might be faced and plan how to minimize potential threats including involving local police, IFOR, IPTF, in addition to informing the public of the consequences of disrupting the election processes.

Upon completion of the training sessions outlined above, an examination should be administered to polling station workers in order to determine the level of comprehension achieved in the training exercise. The following attachment is one such "Training Test" presented after sessions of election official training developed by IFES for the Election Commission and its Training Institute of Bangladesh in 1995.

## END OF TRAINING TEST

The purpose of this test is to gauge your understanding of the material presented during this training programme. Please answer all questions and then hand your test to the trainer.

Time allowed: 20 minutes

1. Please tic (✓) all that are in the code of conduct for election officials.

<input checked="" type="checkbox"/>	a. I will educate myself about my responsibilities by reading the laws governing elections, attending training sessions, and reading training materials and instructions given me by the Election Commission and my Returning Officer.
<input type="checkbox"/>	b. I will protect the secrecy of each voter's vote.
<input type="checkbox"/>	c. I will ensure that polling agents act in ways that are official and encourage trust.
<input type="checkbox"/>	d. I will resist pressure from friends, officials, or others to violate the integrity and fairness of the election.
<input type="checkbox"/>	e. I will report any irregularities in the election to the Election Commission honestly and promptly.
<input type="checkbox"/>	f. I will mark each voter's fingers with indelible ink and verify they are eligible to vote.
<input type="checkbox"/>	g. I will summarise the votes and report the results accurately and promptly.
<input type="checkbox"/>	h. I will vote for the candidate of my choice.
<input type="checkbox"/>	i. I will not abuse the authority granted to me as an appointed election official, including the exercise of my authority over police; nor will I misuse funds or other commodities entrusted to me for the conduct of the election.
<input type="checkbox"/>	j. I will not show favouritism towards one voter or candidate, or intimidate any citizens.
<input type="checkbox"/>	k. I will be courteous and respectful of voters, observers, monitors, polling agents, election agents, candidates, police and other election officials.
<input type="checkbox"/>	l. I will be a friend to others.
<input type="checkbox"/>	m. I will be judicious in any exercise of my authority to adjourn the polls when conditions exist which jeopardise the integrity and fairness of the election or cause the results to be unreliable.
<input type="checkbox"/>	n. I will make sure all of the money entrusted to me is spent.
<input type="checkbox"/>	o. I will follow all election procedures as directed by the Election Commission.
<input type="checkbox"/>	p. I will make sure that all voter's in my polling area vote.

2. Name all the people who can be inside the polling booth to watch the polling process.
3. How many polling agents per political candidate are allowed to stay in a polling booth?
4. How many yards is the campaign exclusionary zone around a polling station?

Answer the following true or false questions by placing a tic mark (✓) in the appropriate box.

	True	False
5. Observers have a legal role during the election.		
6. Polling agents can challenge any voter.		
7. Polling agents can assist with the polling process.		
8. Polling agents can campaign for their candidate in the polling booth.		
9. Ballot papers only contain the symbols of the contesting candidates.		
10. Blank ballot papers with no mark indicating the voter's choice of a candidate are valid.		
11. Challenged ballot papers are kept together in the ballot box.		
12. A ballot paper without an official seal on the back of it may be excluded from the count.		
13. The law restricts who may observe the counting of votes.		
14. Challenged votes are not counted.		
15. Tendered votes are counted.		

16. Name two reasons polling agents can challenge a voter.

17. Please tic (✓) all that need to be completed before polling begins:

<input type="checkbox"/>	a. Showing the empty ballot box to those in the polling booth.
<input type="checkbox"/>	b. Writing down the ID number of the voters on the electoral roll.
<input type="checkbox"/>	c. Closing and sealing the empty ballot box.
<input type="checkbox"/>	d. Ensuring polling agents don't have any indelible ink on their fingers.
<input type="checkbox"/>	e. Allowing polling agents to sign the ballot box serial number form.
<input type="checkbox"/>	f. Explaining to voter's how to mark the ballot paper.
<input type="checkbox"/>	g. Showing the serial numbers of the ballots to those in the polling booth.

18. Please tic (✓) the three things that are part of verifying that an voter is eligible to vote?

<input type="checkbox"/>	a) Checking the voter's ID card.
<input type="checkbox"/>	b) Ensuring the voter's name and ID number are on the electoral roll.
<input type="checkbox"/>	c) Having the voter write his name or put his thumbprint on the counterfoil.
<input type="checkbox"/>	d) Writing the voter's ID number on the counterfoil.
<input type="checkbox"/>	e) Handing the ballot paper to the voter.
<input type="checkbox"/>	f) Explaining to the voter how to mark the ballot paper.
<input type="checkbox"/>	g) Examining the voter's fingers for indelible ink.

19. The first word(s) in each step of the voting process is listed below. Complete the list by filling out the rest of each line. (The first one is already done for you.)

1. Verifying the voter's identity by checking the ID card or asking questions.
2. Inspecting\_\_\_\_\_
3. Finding and marking\_\_\_\_\_
4. Marking\_\_\_\_\_
5. Writing\_\_\_\_\_
6. Having\_\_\_\_\_
7. Stamping\_\_\_\_\_
8. Handing\_\_\_\_\_
9. Ensuring\_\_\_\_\_

20. What are valid ballots sorted by before they are counted?



**Sample Training Manual for Political Party  
Agents**



## **SAMPLE TRAINING MANUAL OUTLINE FOR POLITICAL PARTY AGENTS**

### **I. TRAINING MANUAL DESCRIPTION**

A formal Training Manual produced for Political Party Agents should be developed which can be distributed to various Entity-level political party representatives which are expected to participate as monitors of the election process on election day. It should also answer questions about how their basic duties should be carried out.

This Training Manual should be regarded as a supplement to existing rules and regulations promulgated by the Provisional Election Commission (PEC). All political party agents are bound by the provisions of these rules and regulations set forth by the PEC.

A Manual should have a number of features which will guide party agents in the understanding of their right and responsibilities which may include providing important reminders and suggestions that will make their role more efficient, references to Articles of the Electoral Code and its rules and regulations, and other legislation deemed appropriate by the PEC.

### **II. 1996 ELECTION OVERVIEW FOR PARTY AGENTS**

The following sections should be covered in some detail to fully explain the processes at work in these elections. Due to the fact that a total of seven (7) elections are to take place in a period of one week, party agents and monitors could be properly alerted to the new Electoral Systems anticipated for 1996. These will include:

1. Electoral Systems of Representation to be used in each of the Representative Bodies in each Entity Election;
2. PEC Rules and Regulations Superseding Existing Legislation; and

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3. The Right to Vote in these elections should be clearly defined in the document including references to:

- Age Requirements
- Residence Requirements
- Identification Requirements
- Absentee Voting Requirements
- Non-entitled Voters

### **III. EXPLANATION OF THE ROLE OF THE PARTY AGENT**

Political Party Agents and Monitors must be fully informed of their role in the election process. These agents will have the responsibility to oversee all poll worker activity during the bulk of the electoral proceedings. In addition, their knowledge of people, polling sites, and the local language make them especially useful in monitoring problems and/or process-related questions at each site. The manner by which their observations are carried will have an impact on the level of party confidence in the electoral process.

### **IV. PRESENCE OF INTERNATIONAL SUPERVISORS**

The Manual should illustrate the following areas with regard to international election supervisors:

1. Purpose and Role of International Election Supervisors
2. Authorized Election Supervisors
3. Rights and Obligations of International Supervisors

### **V. ELECTION DAY ACTIVITIES**

The following activities may be allowed for Party Agents during election day. Further PEC rules and regulations may be detailed which will fine-tune the roles, rights, and responsibilities of political party agents:

1. Observation of all steps of the balloting process
2. View the display and sealing of the empty ballot box before polling begins
3. Assist Poll Workers (if requested) in directing voters to the proper polling booth
4. Carefully watch each voter name as they are marked on the list (if possible check to see if a list is to be provided to party agents)
5. Know the proper process of challenge reporting
6. Note the existence of the official stamp on each un-voted ballot
7. Remain in the Polling Station until ballot boxes are removed for centralized counting
8. Consider following the transportation of ballots and protocols to

- the central authorities
9. Be aware of all official appeal processes after election day
  10. Coordinate reporting with other agents using detailed descriptions, polling station numbers, times, and names of station officials

## **VI. EMERGENCY CONSIDERATIONS**

Party Agents should be prepared in advance to respond to the rare emergency which might occur. These may include, emergency security procedures and contact numbers of Police Officers, the local IRTF, and the Political Party Services Division of the PEC.

An ideal Political Party Agent Manual would be supplemented by and based on instructional materials and lectures conducted in advance of the elections to allow for the complete training of these individuals and other official monitors.



## **Voter Registration**



**MEMORANDUM**

**TO:** Michael Yard  
IFES/Ghana

**FROM:** Jeff Fischer  
IFES/Bosnia

**SUBJECT:** Voter Registration System

**DATE:** February 11, 1996

As a result of the Dayton Agreement, a series of elections is mandated in Bosnia between now and September 14. These elections include municipal, cantonal (county), entity (state), national parliamentary, and presidential. A voter registration process will have to be performed in preparation for these elections. The process by which a registration list will be compiled is unique to this electoral event and is described below. I am interested in getting your technical insights into how such a process could be accomplished.

In 1991, a census of Bosnia and Herzegovina was conducted. The census database is currently housed at the Bureau of Statistics in Sarajevo. The Bureau of Statistics computer architecture combines 4331 and 4381 IBM mini-computer mainframes which download data for queries and updates onto a network of three to four personal computers, each with 40 megabytes of memory. Downloaded data can be transferred to 3 1/2" diskettes. The operating system is MVS/TSO. Programming software used for the database is PL1. Data for each municipality is stored on separate data tapes. Census information from settlements (rural areas) is also stored on tape. Minimal information required for voter registration data capture includes name, national identity number, gender, address, and date of birth, all of which are on the census database.

In the Dayton Agreement, appearance on the census list is a primary qualifier for voting eligibility. Vital statistics updating (deaths and marriages) has been occurring throughout the war. Additionally, voter registration lists also exist at the municipal level (but perhaps not in all cases). It is the objective of the Election Commission (PEC) to keep people registered at their

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Page Two

1991 municipalities so that the diaspora resulting from the war is not reinforced. Refugees (living in 11 countries outside of Bosnia and Herzegovina) will be permitted to register and vote. Internally displaced persons will be permitted to register and vote. People may also petition the PEC to transfer their vote in certain exceptional cases.

Registration will be automatic. The union of eligible voters from the census list, voter registration lists, and other lists which update the census (vital statistics and local displaced persons lists) will determine the preliminary list of voters. These lists will be published and posted during a claims and objections period. A final voters list will be compiled using the information obtained from the claims and objections period.

With this information in mind, I am interested in your thoughts on the following questions on how to approach the technical compilation of the list.

1. What hardware and software would be required to accomplish the data comparisons?
2. What upgrades to the Bureau of Statistics computer architecture will be required to accomplish the list compilation?
3. What MIS skills would be required of data processing staff to accomplish the list compilation?
4. What are the printing options available in such a situation?  
How much time would be required to print a list of from 2.5 to 3.0 million voters?
5. How much time would be required to perform the programming for this list compilation?
6. Are you familiar with other examples of such a data comparison and list transfer?

CC: Juliana Pilon  
Keith Klein

1/4

To: Jeff Fischer, IFES/Bośnia

From: Michael Yard, IFES/Ghana

February 13, 1996

RE: Voter Registration System - Response

I'm happy to have the opportunity to provide input to the elections system in Bosnia, and hope I may be able to make some helpful observations. I have had to make several assumptions in order to make any recommendations; where these assumptions would change the recommendation, I will indicate the formulas I used to reach my recommendation. If the assumptions are incorrect, I hope you may be able to alter the input to the formulas and still come up with some meaningful answers.

### Beginning assumptions:

IBM ES/4331 and 4381 are showing their age, as is the OS. I am not familiar with either of these systems, but based upon the numbering of the current Enterprise System on the market by IBM, the ES/9000, and the total lack of available references to these machines on the Internet, I'm assuming they are outdated. Further, I will assume a willingness to consider "downsizing" the data processing to a more cost-effective PC-LAN system. Nowadays, with the narrowing gap in the computing power offered by a powerful inexpensive PC Fileserver compared to an expensive minicomputer or mainframe, it is difficult to justify the vast price difference unless there is a requirement for intensive online transaction processing (OLTP), something along the lines of several hundred or thousand users requiring simultaneous live access to the same data. This is not the case in any election system I am aware of, therefore a PC based solution is almost always significantly more cost-effective.

1. The currently used PL/1 programming language is barely adequate for doing relational database - with only rudimentary file handling capabilities built in. New relational databases relieve the burden of building database capabilities from scratch by providing powerful generic Data Definition, Data Modification, and Reporting capabilities.
2. National Identity # is stored in all data source which will have to be joined (census, old voter register, new voter register, vital statistics. If this is the case, the job of consolidating the data from several different sources is a simple one given the power of current relational database technology.



2/4

3. Raw data storage estimates for 3M voters (please note that physical storage requirements will be significantly higher):

Name	30
ID Number	9
Gender	1
Address	50
Date of Birth	6
Data Source (census, old register, new register, etc.)	6
Subtotal	102
Round up to next power of 2	128 bytes per voter
Number of voters	3 million
Raw Data storage requirement	384 megabytes

5. New registrations/modifications - 500 thousand (this is a wild guess).  
 6. At least 2-3 competent database programmers on staff of EC who can be trained to use administer a LAN and relational database system.

### Hardware Requirements

- Fileserver: Based upon 384M of raw voter registration data, plus 100M for geographical data, multiplied times a factor of 4 to provide for database overhead and indexes; 2 Gigabytes for data storage. For performance, data should be separated from indexes; for security, data should be replicated on a second hard drive; and there will be a need for storage for program files, and workspace, so a fileserver with four 2G hard drives would provide adequate storage. This is preferable to a single 8-10G hard drive, both for performance and data security purposes. RAM Requirement: 64M. Finally, due to power fluctuations and unavailability of immediate replacement parts, the fileserver should be replicated in another room, on a different electrical phase from the primary fileserver.
- Manual Data Entry Workstations (Option 1)
 

Voters requiring data entry	500,000
Voters per hour per data entry operator (fast)	40
Person hours (500,000 / 40)	12,500
Productive hours per week per shift (assuming 30 productive hours for 3 shifts)	90
Person weeks to completion (12,500 / 90)	140
With 20 terminals	7 weeks for data entry

3/4

3. Scanner data entry if feasible: 500 thousand voters at data entry rate of 2500 per hour per scanner = 200 scanner hours = 2 scanners, 2 weeks

Voters requiring data entry	500,000
Voters per hour per scanner (conservative)	2500
Scanner hours (500,000 / 2500)	200
Productive hours per week per scanner	100
With 2 scanners	1 week

4. Workstations required for Data scrubbing, printing, reporting - 6 workstations - Pentium, 32M RAM, 1G HD.

5. System Hardware:

2 Fileservers, Pentium 130, 64M RAM, four 2G HD in each.

6 Workstations, Pentium 130, 32M RAM, 1G HD in each.

Data entry workstations: Pentium 60, 16M RAM, 540M HD in each.

OR 2 OMR Scanners with attached Data entry workstations as above.

Network cabling: 10-Base-2 or 10-Base-T, depending on office layout. In most cases 10-Base-T is preferable.

## Software Requirements

1. Database Storage: Registering and printing for 3 million voters could be accomplished by almost any database system (dBase, Foxpro, Access, etc. on PC; DB2 or Oracle on VMS system), but there are significant advantages to Client/Server database architecture in terms of speed, data integrity, and reusability of programmed functions and procedures. For this reason, I would recommend splitting database requirements into Back-end (storage, sorting, integrity enforcement) and Front-end (user interface, reporting). For the back-end requirements on a PC-LAN, the two most common choices are Oracle and Microsoft SQL Server. Oracle is appropriate for high-end databases with thousands of simultaneous users (General Motors, WalMart, etc.). SQL Server costs a fraction of the cost of Oracle, and is much easier to learn to setup and maintain. I strongly recommend SQL Server.
2. Database User Interface: Both Foxpro and Access are widely used for creating database front-ends in a client-server architecture. Foxpro is a powerful programmers tool based on the popular dBase programming language; Access is a powerful tool for both interactive database access and for database programming using Visual Basic for Applications as its programming language. Both systems use the same dynamic link library for data access, and are similar enough that it is difficult to make a distinction

4/4

between them. However, as a general rule, Foxpro is preferred in environments where an application is being developed for wide distribution, and Access is preferred for situations which require a lot of ad hoc data manipulation. I would recommend Access as providing a solid tool which can be used both by database users and database programmers. In addition, the other tools of the Microsoft Office suite, Word and Excel, round out the tool set by adding word processing and spreadsheet capabilities. Both are capable of direct access to the underlying data using ODBC, Microsoft's published standard for providing common database access across a variety of underlying database environments.

3. Operating System: Windows NT v. 3.51 running on the file servers, and Windows 95 running on the workstations provide an excellent integrated network system with a short learning curve for both network administrators and end-users. Other network and end-user combinations are both more complicated to learn and use, and require learning two different systems, one for network administration and the other for workstation use.

### **Bureau of Statistics Hardware Upgrade**

It is difficult to justify the high cost of upgrading older mainframe technology beyond what is required for providing connectivity to newer systems. The most useful upgrade would be the addition of TCP/IP networking protocol if this is available. TCP/IP is readily available for newer VMS systems, but I have been unable to find any data on the 4331 and 4381 series. If TCP/IP is unavailable, it may be possible to network the mainframes with the LAN using IBM's SNA protocol.



**MEMORANDUM**

**TO:** Robert Frowick  
Head of Mission/OSCE

**FROM:** Jeff Fischer  
IFES

**SUBJECT:** Voter Registration and Absentee Balloting  
Refugees and Displaced Persons

**DATE:** March 11, 1996

**I. Background**

The responsibilities of the Provisional Election commission (PEC) for voter registration and ballot access are discussed in three sections of the Dayton agreement. These sections include Article III, Section 1 "The Commission shall adopt electoral rules and regulations regarding...the eligibility of candidates and voters...." Article IV is devoted to voter eligibility. This article establishes three critical parameters for voter eligibility. These are:

1. The 1991 census shall be used as the source voter list;
2. Voters may cast ballots in municipal contests where they lived in 1991 or may petition the PEC for a change of voting address;
3. Casting a ballot is a signal of intent to return to Bosnia and Herzegovina.

The Attachment to Annex 3 on Elections, point 7.3, states, "...guarantee universal and equal suffrage to adult citizens...." In addition, the Annex IV Constitution, Article I, Section 7 includes 5 paragraphs on citizenship; and Annex 7 concerns the rights of refugees and displaced persons.

In response to these requirements, on February 22, the PEC adopted criteria on the eligibility of voters. The main points of the PEC regulations are shown below:

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Election Advisory Group  
March 11, 1996*

1. All citizens at home or abroad will have the opportunity to review the preliminary voters list for the appearance of their names.
2. If a citizen's name appears correctly on the list, and he/she desires to cast a ballot in that same municipality, no further registration action is required by the voter.
3. Absentee balloting to vote in contests in the municipality of 1991 registration is permitted.
4. Voters may petition to be on the list because they have turned 18 years of age or for some other "manifestly legitimate reason."
5. Names can be changed on the list because they have married or their names have changed for other reasons.
6. Voters may be able to vote in a different municipality or Entity from 1991, "in exceptional cases."

It should also be noted that in voting law and practice in Bosnia and Herzegovina, voting from outside of the territory of the country for workers, diplomats and others has been established; and the law makes provisions for in-person absentee voting at military installations.

## **II. Registration and Balloting Cases**

These statutes do not pose difficulties when considered in a traditional balloting context. However, when postulated against a backdrop of refugee and displaced voters, there are complicated technical and procedural issues raised if these requirements are to be met within reasonable budgetary constraints. The refugees and Internally Displaced Person (IDP) vote also establishes a stronger link required between registration and absentee voting.

These statutes pose the following balloting cases:

1. A voter resides at his/her same address as in the 1991 census and intends to vote from that address.
2. A voter resides at his/her same address as in 1991 and intends to vote from a different address but within the same municipality.
3. A voter resides at his/her same address as in 1991 and intends to vote from a different address but within the same canton.

*Jeff Fischer*  
*Election Advisory Group*  
*March 11, 1996*

4. A voter resides at his/her same address as in 1991 and intends to vote from a different address but in a different canton (Federation).
5. A voter resides at his/her same address as in 1991 and intends to vote in the other Entity.
6. A voter resides at a different address within the territory than in 1991 and intends to vote at the 1991 address.
7. A voter resides at a different address within the territory than in 1991 and intends to vote at the current address.
8. A voter resides at a different address within the territory than in 1991 and intends to vote at an address different the previous or current addresses but within the same municipality.
9. A voter resides at a different address within the territory and intends to vote an address different from the previous or addresses and outside of the municipality but within the same canton.
10. A voter resides at a different address within the territory and intends to vote at an address different from the previous or current address and outside of the canton but within the same Entity.
11. A voter resides at a different address within the territory and intends to vote at an address different from the previous or current addresses and in the other Entity.
12. A voter resides outside of the territory and intends to vote at the address for he/she were registered in 1991.
13. A voter resides outside of the territory and intends to vote at an address different than in 1991 but within the same municipality.
14. A voter resides outside of the territory and intends to vote at an address different than in 1991 outside of the municipality but within the same canton.
15. A voter resides outside of the territory and intends to vote at an address different than in 1991 and outside of the canton but within the same Entity.
16. A voter resides outside of the territory and intends to vote at an address different than in 1991 and in the other Entity.

*Jeff Fischer  
Election Advisory Group  
March 11, 1996*

17. A voter is relocated from refugee/IDP status and now resides different location from where he/she resided or intends to reside and intends to vote at the 1991 address
18. A voter is relocated from refugee/IDP status and now resides in a different location from where he/she resided or intends to reside and intends to vote at the current address.
19. A voter is relocated from refugee/IDP status and now resides in a different location from where he/she resides or intends to reside and intends to vote at a different address but within the same municipality.
20. A voter is relocated from refugee/IDP status ad now resides in a different location from where he/she resided in 1991 or intends to reside and intends to vote from a different address but from within the same canton but a different municipality.
21. A voter is relocated from refugee/IDP status and now resides in a different location from where he/she resided or intends to reside and intends to vote at an address outside of the canton but within the Entity
22. A voter is relocated from refugee/IDP status and now resides in a different location from were he/she resided or intends to reside and intends to vote at an address in the other Entity.

This complex rendering is intended to illustrate the number of changes and combinations which are possible under the requirements of the Dayton agreement. Each of these options must be guided by regulation. Voters must be informed about how the process will work. Registrars must be trained on how to conduct such a diversity of registration and balloting options. Finally, election supervisors and other monitors and supervisors must be deployed to conduct oversight and report on the conduct of the process.

### III. Refugee/IDP Registration and Balloting Scenario

Under the rules adopted by the PEC, a refugee or IDP "will be given the opportunity" to review the preliminary voters list for their names. The countries where the PEC shall conduct refugee registration and absentee balloting must be identified according some threshold of estimated refugee population. A list of these countries should be published and independent contact between the Provisional Election Commission and the host government's relevant agencies must be established.

The PEC must become familiar with the registration and voting law of these host countries so that any outreach program for voters can reflect these particularities. Accordingly, the PEC should authorize satellite registration and voting centers in each country to process voters. During the

*Jeff Fischer  
Election Advisory Group  
March 11, 1996*

preliminary list exhibition period, potential voters would have the opportunity to visit these sites and review the list for their name. If the voter desires to petition for a change, the necessary forms would be available at the site. Anticipated forms include: 1) a petition to be placed on the voter list (turned 18 since census or other "manifestly legitimate reason"); and 2) a petition for a change of address.

During that same visit, if a voter desires to vote by absentee ballot, he/she would then complete an application for absentee voting. On this application, the municipality would be listed where the voter is requesting to cast his/her ballot. The voter would be instructed to return to that same registration location between certain dates to cast their ballot. The ballot sent to them would be the municipality where the PEC had determined they were eligible to vote. Voted ballots would be collected at these registration sites during the balloting period and returned to Bosnia by batching according to site. The Voted ballots would be sealed in privacy envelopes (a double envelope for each ballot) with information directing the ballot to a particular municipality. At a central receiving center the ballot envelope would then be directed to the appropriate municipal election authority.

The municipalities also serve as registration and voting sites for internally displaced persons. The PEC would also establish at least 112 such registration and voting sites within the territory to process internally displaced voters; there are 112 existing municipalities. The same procedures for registration and voting which apply to refugee populations would be applicable in these cases. Each site can be staffed on a daily basis for the duration of the registration person by a three-person local registration committee. The same individuals receiving registration changes and absentee ballot applications could be re-employed as the absentee voting committee. This kind of absentee voting is form appropriate described as an early voting system. Such systems are employed in several places in the United States such as Arizona, Colorado, Iowa, Nevada, Virginia, Texas.

#### **IV. Required PEC Actions**

A detailed definition of procedure and process must be drafted and adopted. Such procedures should contain the criteria for approving a voter's petition to change municipalities from the 1991 census. Establishment of election calendar for registration, exhibition, and absentee balloting must be a part of this administrative package. The PEC will need to define the rules for campaigning in other countries.

The data processing capacity will have to be established to process as many as one million changes in voter information on the census list. This capacity will also be used in the absentee balloting process. The PEC would have to decide between the development of the capacity independent of any local affiliate, or in cooperation with the Statistical Institute. Policy clarification may be required concerning the access to this information by both Entities.



*Jeff Fischer*  
*Election Advisory Group*  
*March 11, 1996*

The PEC must recruit and train the people required to implement this program. The posts to be filled include overseas registrars and ballot agents; municipal registrars and ballot agents; central office ballot envelope processors; national and international couriers.

Voters overseas as well as those internally displaced must be educated on both the registration and balloting process.

Registration and balloting stations for refugees and displaced persons must be subject to supervision, monitoring, and observation. The deployment of supervisors and others to these sites will be required.

The PEC may wish to consider the feasibility of using the infrastructure of an organization such as the International Organization for Migration to conduct the overseas registration and balloting.

Annex 7 of the Dayton agreement calls for the establishment of a Commission for Displaced Persons and Refugees. The mandate of the Commission is to adjudicate claims on real property associated with refugees and displaced persons. In Annex 7, elections are not referenced. There should be no required involvement of the Commission for Displaced Persons and Refugees in the voter registration and balloting process organized by the PEC.

Given the role of the municipalities in the registration and balloting processes, the initiation of a registration effort is dependent upon the establishment of municipal election commissions.

CC: Sir Kenneth Scott  
Judy Thompson

## REFUGEE VOTER REGISTRATION

### I. Background

The International Organization for Migration (IOM) will be serving as the agent for the United Nations High Commission for Refugees (UNHCR) for the registration of refugees from Bosnia and Herzegovina in Europe. In this capacity, the IOM will be establishing refugee processing centers in each of the host countries, staffed by local hires, to conduct registration interviews with refugees. It will be necessary for refugees to present themselves to these centers for processing.

The IOM has expressed an interest in working with the Provisional Election Commission (PEC) in a cooperative effort to register voters as part of this process.

The OSCE/ODIHR Electoral Assessment Team met with the UNHCR and the IOM in Geneva on January 5 and discussed potential collaboration. Attached are notes from that meeting. At the time, the focus of the IOM emphasis was on the repatriation of skilled Bosnians such as doctors, computer programmers, and other technicians and professionals. A coincidence of interest between the OSCE and the IOM did not appear to exist. However, with this change in the scope of work for the IOM, the potential now exists for the PEC and the IOM to join in the registration of refugee voters. However, in order for a cooperative agreement to be developed, the PEC must develop policies and procedures on how it intends to conduct registration in these countries.

### II. PEC Policy

The PEC would need to provide the IOM registration officers with copies of the 1991 census or the preliminary voter list so that refugee voters can ascertain if they are on the list. If not, potential voters would need to be provided with forms which would allow them to petition to be placed on the list or petition to change their residence. IOM registrars will need to be provided with training on how to conduct this processing. They will also have to be equipped with voter education materials which explain the electoral process to voters and prospective voters alike. Further, since the act of presenting oneself to a registration site is voluntary, it will be necessary for the PEC to distribute registration process messages in both Serbo-Croatian and the local language to the local mass media. These educational items would include leaflets, display advertising, and radio and television public service announcements.

Since the act of voter registration is a governmental function, the PEC may be required to deputize the IOM registrars to conduct the activity.

### III. Advantages and Disadvantages

The advantages of establishing a relationship between the PEC and IOM allow the PEC to take use of existing IOM infrastructure to conduct registration and education processes. Otherwise,

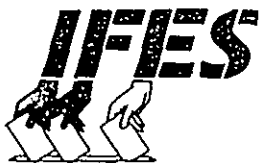
Page Two

the PEC would be required to recruit and train its own registrars, provide them with logistical support, and directly supervise each individual. Further, establishing a PEC budget for this activity is a complicated process. By contracting with the IOM, the costs of the process would be identified in a proposal from that organization and a single entity would receive payment (and accountability) for the entire activity.

The disadvantage is that the PEC is not in direct control and supervision of the activity. Mistakes in the completion of forms or incorrect information being imparted could potentially disenfranchise voters. Those are liabilities which would be shared by the two organizations but would be the ultimate responsibility of the PEC to correct. Quality control and training take on particular significance when viewed in this context. A Refugee Voter Registration Manager would still be required at the PEC to oversee the contract with the IOM.

Jeff Fischer  
2/19/96

## **Voter Registration Timetable**



# International Foundation for Election Systems

1101 15th STREET, N.W. • THIRD FLOOR • WASHINGTON, D.C. 20005 • (202) 828-8507 • FAX (202) 452-0804

## MEMORANDUM

**TO:** Robert Frowick  
Head of Mission/OSCE

**FROM:** Jeff Fischer

**SUBJECT:** Voter Registration Timetable

**DATE:** February 19, 1996

The establishment of March 31 as the date for the release of a provisional or preliminary voter list possesses some inherent technical difficulties. In the Preliminary Organizational Guidelines document which has been forwarded to you, timelines and tasks were outlined for the conduct of a registration program which was based upon discussions and meetings held over the last two weeks.

In the program which was envisioned, the preliminary voter list would be developed through a comparison of the 1991 census list and the 1990 voter registration lists (requested from municipalities). Vital statistics updates and the possible comparison with 1992 referendum registration lists was also discussed. The use of "police" lists to ascertain the movement of people with Bosnia and Herzegovina was also discussed. At this time, it is unknown if these comparisons can be performed through automation or by a manual, name-by-name check, or some combination of those two approaches.

The union of these various lists would become the preliminary list exhibited for the purposes of claims and objections. Dozens of copies of the list would need to be printed for national and international distribution. In the timeline proposed in the Guidelines document, this processing would not be completed until 5/31 with an additional 14 days being allotted for list printing. The claims and objections period would follow. Additional changes to the list would result from this exercise and these changes would need to be entered onto the master list and a final list would be produced.

If a March 31 date is observed, the PEC would only have sufficient time to print copies of the 1991 census list for distribution. The list processors would have to contend with the fluidity of claims and objections updates, vital statistics updates, refugee updates, and list comparisons all occurring at once. Given the unique and difficult aspects of this registration process, such an approach could lead to confusion and data control concerns.

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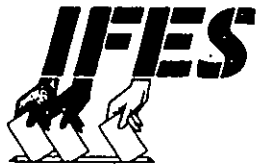
Page Two

Further, a voter registration staff must be in place with a registration workplan adopted before the exercise should commence. At the very least, this means the filling of a Voter Registration Director post and a Computer Systems Manager position.

A March 31 date also allows only 41 days from today for the development of a voter education campaign on how the registration process will work and the importance of checking lists for eligibility. Posting locations and strategies need to be identified. Because refugee populations would also be expected to participate, a Refugee Voter Registration Manager would need to be hired and working relationships with at least 11 governments would need to be established so that the exhibition efforts can be effectively organized.

CC: Sir Kenneth Scott

## **Sources of Election Funding**



## **International Foundation for Election Systems**

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### **MEMORANDUM**

**TO:** Robert Frowick  
Head of Mission/OSCE

**FROM:** Jeff Fischer

**SUBJECT:** Sources of Election Funding

**DATE:** February 13, 1996

In follow-up to our February 12 budget meeting, let me take this opportunity to provide five ideas on in-kind and alternative sources of funding for particular election line items.

1. Printing services will be required to produce ballots, forms, and instructional materials. Government printing houses from OSCE participating states could be requested to provide printing services as in-kind contributions to the process.
2. Air transport of people and materiel will be required. National airlines of OSCE participating states could be requested to provide no-charge cargo shipments of election commodities and free economy class ticketing for election workers, monitors, and observers.
3. US corporations with potential commercial interests in Bosnia and Herzegovina could be requested to provide either cash contributions or surplus commodities. These contributions could be directed through 501 c 3 non-profit organizations so that the corporations could receive tax credits. For example, EDS could be approached to provide computer componentry; RJR Reynolds could be requested to provide cash grants to NGOs for voter education.
4. Non-OSCE countries could be requested to provide in-kind or cash support. In addition to Japan, such countries include Australia, Arab states, and Latin American countries such as Venezuela or Brazil.
5. Taking advantage of the high profile and humanitarian appeal of this electoral event, the international entertainment industry could be approached for cash contributions to assist in voter education and training efforts.

**CC:** John Reid

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## **Political Party Meeting Notes**

**MEETING NOTES**  
**Political Party Information Meeting**  
**Provisional Election Commission**  
**2/9/96**

The meeting was called to order by Election Commissioner John Reid at 10:00 A.M. at the central offices of the Provisional Election Commission in Sarajevo. In addition to Mr. Reid, the commissioners present were Mr. Hutchinson, Dr. Begic, and Mrs. Jaksic acting for Mr. Tadic.

Political parties present and completing information sheets were: the Association of Sarajevo Citizens, Republican Party, Liberal Party of Bosnia and Herzegovina, Union of Social Democrats of Bosnia and Herzegovina, Party of Democratic Actions (SDA), Social Democratic Party of Bosnia and Herzegovina (SDP), People's Party of Bosnia and Herzegovina, Muslim-Bozniac Organization, Croatian Democratic Community of Bosnia and Herzegovina (HDZ), Croatian-Peasant Party of Bosnia and Herzegovina, and the Liberal-Bosniac Organization.

Commissioner Reid explained that the purpose of the meeting was to introduce the new members of the Election Commission and distribute a paper adopted by the PEC at its first meeting outlining its criteria for the holding of elections. Mr. Reid further stated that the Commission was interested in questions and suggestions from the parties. Final decisions by the PEC had not been taken on any other issues under discussion.

The questions and comments from the parties are shown below.

The Republican Party representative asked if a voter had moved, in what municipality would he or she be entitled to vote.

The SDA representative commented that his party wanted assurance that persons living abroad would be assured of the right to vote.

Representation from the Liberal Party inquired about the responsibility for organizing elections abroad. He expressed concern that if Bosnian embassies would be responsible, then the parties in power may be favored in the balloting exercise.

The SDA echoed this concern because, he stated, diplomatic appointments are political in nature.

Ambassador Frowick made a brief presentation welcoming the group to the PEC offices. The Republican Party representative inquired about a letter of protest that he had sent requesting that the PEC membership be enlarged. The SDP, too, had sent a letter. Ambassador Frowick explained that the size and membership of the PEC was fixed.

The Union of Social Democrats representative commented that a fair election is based upon a fair arrangement of who can vote and where. He also indicated that someone needs to monitor the voting and the list preparation. He said that small parties must be treated the same way as larger ones.

The SDA representative inquired about the new municipalities, especially those which are split between the two entities and how voting would be conducted.

The Croatian-Peasant Party representative stated that the PEC must abide by the Dayton Agreement and people must be repatriated; otherwise the entities will become "ethnicities".

The representative of the Union of Citizens of Sarajevo also inquired about where people would be able to vote if they had moved.

The Muslim-Bosnian Association representative asked if all elections would be held at the same time and requested the PEC to implore the host countries to issue entrance visas for party agents to be able to contact refugees in their countries.

The SDP representative said that the elections should be split with the municipal and cantonal elections occurring first and the election for entity and national offices second. He also stated that only those parties who accept the nationhood of Bosnia and Herzegovina should be permitted to contest in the elections.

The representative of the Croatian-Peasant Party also supported the sequence of local elections being held before entity and national elections.

The SDA representative supported this sequencing as well. However, he also said that he did not think that it would be possible to meet the timing deadlines of the Dayton Agreement if all the elections were scheduled. He also said that there would be no problem with reversing that order and holding entity and national elections first.

The Croatian Democratic Community representative stated that an expert team was needed to determine the cantonal structures. He also said that each political party should submit written reports on the elections and on what they are planning to do during the elections.

The SDP representative asked if a Communist Party were established, would it be permitted to contest.

The Liberal Party representative inquired about which parties would be permitted to run, those which are registered or those which are active.

The Liberal-Bozniac representative said that the entity and national elections should be separated in time from the local elections. However, if areas are still controlled by local military forces, many parties would not contest in the election.

Commissioners Reid and Begic, and Mrs. Jaksic responded to these questions and comments by citing the Dayton Agreement and its provisions.

The meeting was adjourned at 12:10 P.M. by Commissioner Reid.



DRAFT POLITICAL PARTY LIST

<u>Status</u>	<u>Party</u>	<u>Contact</u>	<u>Telephone/Fax</u>
Y	*Party of Democratic Action (SDA)	Alija Izetbegovic (P)	663-974 663-970/1/2
Y	*Croatian Democratic Party (HDZ)	Dario Kordic (P)	664-817, 664-882
Y	Union of Bosnian Social Democrats (UBSD)	Selim Beslagic (P)	663-403, 640-866
NA	*Croatian Party of Rights (HSP)		
Y	Liberal Party (LP)	Rasim Kadic (P)	664-540
Y	*Social-Democratic Party (SDP)	Najaz Durakovic (P)	663-863 664-044, 664-042
Y	*Liberal Bosniak- Organization (LBO)	Muhammed Filipovic (P)	664-840
Y	*Muslim Bosniak- Organization (MBO)	Adil Zulfikarpasic (P)	670-783, 444-223
Y	*Citizens Democratic Party (GDS)	Ibrahim Spahic (P)	670-675, 663-626
Y	*Croatian Peasants Party (HSS)	Stanko Sliskovic	664-963, 444-897
Y	*People's Party (NS)	Kerim Lucarevic (P)	617-801, 619-795
NA	People's Party -"Bosna" (NS)	Kosta Maric	NA
NA	People's Democratic Party "Gajret" (NDS)	Salem Fatic	457-487

Y(+)	Union of Serbs (Civic Council)	Mirko Pejanovic Radoslav Marzanovic	646-786
NA	*Croatian Party of the Right (HSP)	Mato Matasin (P)	NA
Y	*Republican Party (RP)	Stjepan Klujic (P)	473-114, 664-987
(+)	Forum Gradana Tuzle (FTC) Sehic Vehid (P)		075/32-878,231-480, 821-632
(+)	Serb Consultative Council of Tuzla-Podrinje Canton	Simo, Simic Bozic Miso	075/32-180 075/236-727,/234-559
(+)	*The Serb Civic Council "SGV" (Forum of Tuzla Citizens)	Mirko Pejanovic	652-787, 444-230
Y	Union of Albanians	Nasar Mifteri	444-812
NA	Civic Party of the Republic	Vladmir Srebrov	
NA	Democratic Party (BiH)	Hajrudin Mulic	
NA	Liberal Party of the Socialist Youth (SSO)	Ognjen Jankovic	
NA	Political Organization of the Gypsies	Alija Abazi	443-540
NA	Federal Democratic Party	Dokanovic Dragan	NA
Y	*Citizen's Associations		670-475

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Y Have accepted invitation for Friday event at OSCE.

NA Number not available or unknown status.

\* Political Parties in BiH from Stefan Hayes (Mission)-19 December 1995.

(+) Affiliated with Union of Serbs Civic Council (regional HQs).



POLITICAL PARTY INFORMATION SURVEY

(Please complete this form so we may contact you for future events)

FORMAL NAME OF POLITICAL PARTY OR ORGANISATION:

Association of Sarajevo citizens

PARTY PRESIDENT: PROZURAC NEDIM

PARTY CHAIRMAN: \_\_\_\_\_

PRINCIPLE CONTACT

PERSON: CUROVIC MILAN

TELEPHONE

NUMBER(S): 640-475

FAX NUMBER(S): \_\_\_\_\_

OTHER CITIES

REPRESENTED: \_\_\_\_\_

COMPLETE STREET ADDRESS:

Association of Sarajevo citizens  
Nikole Tesle  
Sarajevo

GENERAL PARTY INFORMATION:

Association formed to preserve identity  
of citizens and Sarajevo city

COMMENTS OR SUGGESTIONS:



# POLITICAL PARTY INFORMATION SURVEY

(Please complete this form so we may contact you for future events)

FORMAL NAME OF POLITICAL PARTY OR ORGANISATION:

Republican Party

PARTY PRESIDENT: STIEPAN KLJUCIC

PARTY CHAIRMAN: \_\_\_\_\_

PRINCIPLE CONTACT  
PERSON:

Ms. Biljka Bubic

TELEPHONE

NUMBER(S): 664-987

FAX NUMBER(S): 664-987

OTHER CITIES

REPRESENTED: Tuzla, Zenica, Mostar, Travnik, Visoko, Zurich  
duisburg, Stuttgart, Bonn, Stockholm

COMPLETE STREET ADDRESS:

Republican party  
Vratova 8/2  
Sarajevo

GENERAL PARTY INFORMATION:

We attach : CV of the President, Publication  
and compendium of the informations on  
Republicans

COMMENTS OR SUGGESTIONS:

We demand respond on our protest

## POLITICAL PARTY INFORMATION SURVEY

(Please complete this form so we may contact you for future events)

FORMAL NAME OF POLITICAL PARTY OR ORGANISATION:

Liberal Party of Bosnia and Herzegovina

PARTY PRESIDENT: Mr. Rasim Kadic

PARTY CHAIRMAN: \_\_\_\_\_

PRINCIPLE CONTACT

PERSON: Secretary General Mr. Hasib Salik

TELEPHONE

NUMBER(S): 664-540

FAX NUMBER(S): 664-540

OTHER CITIES

REPRESENTED: 28 local organisations. Before the war in 1992 we had 70 municipal branches

COMPLETE STREET ADDRESS:

Liberal Party of BiH

ul. Titov 7a

Sarajevo

GENERAL PARTY INFORMATION: we were established in 1990

by transformation of SSO BiH (Socialist Youth Union of BiH). we are a first Party which made an independent political program with demand for plural-party system in former regime, multi-national character. Before the war we had

COMMENTS OR SUGGESTIONS: 6.000 members, now approximately 3.000 members. On elections 1990 we won 6 deputy seat in Republican Parliament. We are opposition party. we are the only Party in Bosnia-Herzegovina member of two International Liberal Associations: ELDR - Association of Liberal Parties in European Parliament, and a World Association of Liberal Parties

## POLITICAL PARTY INFORMATION SURVEY

(Please complete this form so we may contact you for future events)

FORMAL NAME OF POLITICAL PARTY OR ORGANISATION:

Union of Socialdemocrats of Bosnia and Herzegovina

PARTY PRESIDENT: Mr. Selim Bešlić

PARTY CHAIRMAN: \_\_\_\_\_

PRINCIPLE CONTACT

PERSON: Mr. Pecanac Nermin and Mr. Bibi Edhem

TELEPHONE

NUMBER(S): 640-866, 640-881, 643-268, 524-705

FAX NUMBER(S): 640-866

OTHER CITIES

REPRESENTED: Tuzla, Zenica, Mostar, Travnik, Gorzde in  
which are based a regional HQ and in all municipalities are  
COMPLETE STREET ADDRESS: acting board.

Union of Socialdemocrats of Bosnia and Herzegovina  
Mirza Titu 7a/3  
Sarajevo

GENERAL PARTY INFORMATION:

Party of social-democratic determination, multi-national membership. Party established in 1990, the previous ex-President Ante Marković. After, establishment of new states in former Yugoslavia, Party performs indepen-  
independently in BiH. We are Parliament Party and on  
COMMENTS OR SUGGESTIONS: elections 1990 we won 13

deputy seats, but the local authorities level we have a board members in all municipalities.

COMMENTS OR SUGGESTIONS:

it is necessary to include a representatives of the opposition in PEC and to create the same conditions for all political parties in mass-media and in financial support.

POLITICAL PARTY INFORMATION SURVEY

(Please complete this form so we may contact you for future events)

FORMAL NAME OF POLITICAL PARTY OR ORGANISATION:

Socialdemocratic Party of Bosnia and Herzegovina

PARTY PRESIDENT: Prof. Dr. Mijet Džurković

PARTY CHAIRMAN: \_\_\_\_\_

PRINCIPLE CONTACT

PERSON: Mr. Karlo Filipović, organizing secretary

TELEPHONE

NUMBER(S): 664-044

FAX NUMBER(S): 664-0421

OTHER CITIES

REPRESENTED: on the territory under control of BiH Army

COMPLETE STREET ADDRESS:

Socialdemocratic Party of Bosnia and Herzegovina  
Alipašina 41  
Sarajevo

GENERAL PARTY INFORMATION:

The oldest political Party in Bosnia and Herzegovina  
The Party is established in 1990. multi-national  
Party

COMMENTS OR SUGGESTIONS:

POLITICAL PARTY INFORMATION SURVEY

(Please complete this form so we may contact you for future events)

FORMAL NAME OF POLITICAL PARTY OR ORGANISATION:

Party of Democratic Actions

PARTY PRESIDENT: Mr. Alija Izetbegovic

PARTY CHAIRMAN: Mr. Edhem Biackic

PRINCIPLE CONTACT

PERSON: Mr. Mirsad Ceman and Mr. Edhem Biackic

TELEPHONE

NUMBER(S): 663-971, 472-192, 526-389

FAX NUMBER(S): 663-970

OTHER CITIES Cantons: Zenica, Tuzla, Mostar, Bihać,  
REPRESENTED: Travnik, Sarajevo, For Banja Luka region  
we have HQ in Sanski Most, Bratje, Livno etc.

COMPLETE STREET ADDRESS:

Party of Democratic Action

Maršala Titova 4/11

Herzegovina Spahic 14

SARAJEVO

GENERAL PARTY INFORMATION:

Established in 1990. Party of Bosniacs and others who  
accept our program. Membership: Few hundred of  
thousands in acts in BiH and we have a members  
among Bosniacs out of Bosnia and Herzegovina

COMMENTS OR SUGGESTIONS:

## POLITICAL PARTY INFORMATION SURVEY

(Please complete this form so we may contact you for future events)

FORMAL NAME OF POLITICAL PARTY OR ORGANISATION:

People's Party of Bosnia and Herzegovina

PARTY PRESIDENT: Mr. Kerim Lucasevic

PARTY CHAIRMAN: \_\_\_\_\_

PRINCIPLE CONTACT

PERSON: Mr. Radoslav Marjanovic

TELEPHONE

NUMBER(S): 646-786

FAX NUMBER(S): \_\_\_\_\_

OTHER CITIES

REPRESENTED: \_\_\_\_\_

COMPLETE STREET ADDRESS:

People's Party of Bosnia and Herzegovina  
Olimpijski pobjednika 13  
Sarajevo

(Kerim Lucasevic, private)

GENERAL PARTY INFORMATION:

Party is registered in 30. 5. 1993. It has 14.000 members in the country and abroad, no funding, office space, tax, equipment and other.

We need an urgent support of OSCE

COMMENTS OR SUGGESTIONS:

Regulations and Rules of PEC should contain rule of active and passive right of every person

To enable each voter from both entities to vote for any Party from any entity.

To enable voters abroad to vote freely for any candidate

elections should last more than one day.  
A fewer number of polling stations

# POLITICAL PARTY INFORMATION SURVEY

(Please complete this form so we may contact you for future events)

FORMAL NAME OF POLITICAL PARTY OR ORGANISATION:

Muslim - Bosniac Organization

PARTY PRESIDENT: Mr. Adil Zulfkarpagic

PARTY CHAIRMAN: Mr. Mujo Kapedzic

PRINCIPLE CONTACT

PERSON: Mr. Mujo Kapedzic

TELEPHONE

NUMBER(S): 670-783

FAX NUMBER(S): 670-783

OTHER CITIES REPRESENTED: Kouje - Principle contact Mr. Zijo Fizek  
Tuzla - Principle contact Mr. Salih Busek,  
Zenica - " - Mr. Muriz Dizdarevic

COMPLETE STREET ADDRESS:

Muslim - Bosniac Organization  
Titova 7a/11  
Sarajevo

GENERAL PARTY INFORMATION: Parliamentary Party with two  
deputies. The Party is established in 1990 October 1991  
We have branches in 40 municipalities.

COMMENTS OR SUGGESTIONS:

- To organize elections in the same time on whole territory of R BiH.
- to distribute financial means as soon as it is possible.
- The leading Party should provide to Parties out of Sarajevo with suitable offices.
- to provide a visa for the representatives of Party how they could go abroad.

POLITICAL PARTY INFORMATION SURVEY

(Please complete this form so we may contact you for future events)

FORMAL NAME OF POLITICAL PARTY OR ORGANISATION:

Croatian Democratic Community of Bosnia and Herzegovina

PARTY PRESIDENT: Mr. Božo Rajić

PARTY CHAIRMAN: \_\_\_\_\_

PRINCIPLE CONTACT

PERSON: Secretary Mr. Zdenko Čosić

TELEPHONE

NUMBER(S): 088 / 319 478

FAX NUMBER(S): 088 / 319 478

OTHER CITIES we had an organizations in all cities and  
REPRESENTED: municipalities of Bosnia and Herzegovina

COMPLETE STREET ADDRESS:

Croatian Democratic Community of Bosnia and Herzegovina  
Rondo bb Titova 7a III  
Mostar Sarajevo

GENERAL PARTY INFORMATION:

From 49 official deputies, 45 are our members,  
(deputies representatives of Croatian population)

COMMENTS OR SUGGESTIONS:

- \* We will give you later our suggestions
- \* All Parliament and political Party should  
submit a book of regulations and statutes.



## POLITICAL PARTY INFORMATION SURVEY

(Please complete this form so we may contact you for future events)

FORMAL NAME OF POLITICAL PARTY OR ORGANISATION:

Croatian - Peasant Party of Bosnia - Herzegovina

PARTY PRESIDENT: Mr. Stanko Slišković

PARTY CHAIRMAN: Mr. Željko Ivančević, Mr. Ilija Šimić, Mr.

PRINCIPLE CONTACT

PERSON: Mr. Mladen Popović, Mrs. Biserka Kistić, Mr. Stanko Slišković

TELEPHONE

NUMBER(S): 531-150, 441-894, 654-605

FAX NUMBER(S): 441-894

OTHER CITIES Modriča, Gradacac, Livno

REPRESENTED: Tuzla, Zenica, Vrež, Biški Brijeg, Sarajevo

COMPLETE STREET ADDRESS:

Croatian - Peasant Party  
Radićeva 4  
Sarajevo

GENERAL PARTY INFORMATION: The Croatian - Peasant Party is established on 12. April. 1993. on renewal Assembly in Sarajevo in the period of ~~at~~ catastrophic conflicts between <sup>Bih</sup> Army and HVO, that threatened to destroy Bosnia and Herzegovina. We have motivated a Party of a civic determinations. The main objective is to preserve and

COMMENTS OR SUGGESTIONS: Bosnia and Herzegovina institutions to stop a fighting conflict between BiH Army and HVO, and to build a peace.

COMMENTS OR SUGGESTIONS.

Elections must provide ~~that~~ <sup>the</sup> people return of the people to their homelands, because it is condition sine qua non and in the implementation of the Dayton Peace Agreement. ~~in~~ <sup>mandatory</sup>

POLITICAL PARTY INFORMATION SURVEY

(Please complete this form so we may contact you for future events)

FORMAL NAME OF POLITICAL PARTY OR ORGANISATION:

Liberal - Bosnian Organization

PARTY PRESIDENT: Mr. Muhamed Filipovic

PARTY CHAIRMAN: Mr. Salih Fico

PRINCIPLE CONTACT

PERSON: Mr. Salih Fico

TELEPHONE

NUMBER(S): 664-840, 443-432

FAX NUMBER(S): 664-840

OTHER CITIES

REPRESENTED: Tuzla, Mostar, Zenica, Travnik, Bratunac, Srebrenica, Bugojno, Zivinice, Sarajevo, Lukavec

COMPLETE STREET ADDRESS:

Liberal - Bosnian Organization  
Titova 7a III  
Sarajevo

GENERAL PARTY INFORMATION:

Liberal - Bosnian Organization is Parliamentary Party  
Parliamentarian Party

COMMENTS OR SUGGESTIONS: It is necessary to review the method of the registration of the Political Parties. The current authorities are not competent to determine a registration of political Parties.

All Parties have been registered on the territory of former Yugoslavia. The Federation does not recognize that and specially Republika Srpska. Also the Supreme Court composed of BiH is prejudiced and Social-Political Organization will not protect a Political Party

## **Mass Media**

**Meeting Notes for the  
Mass Media Representatives Meeting with the PEC  
10:00 A.M. - 16 February 1996**

The meeting was opened with a general introduction of the PEC membership and the clarification that this was NOT a press conference. Sir Kenneth Scott began by stating that he wanted this to be an opportunity to give members of the media the chance to tell the PEC about how it plans to set a good example on coverage of the election period and the Political Parties.

A BiH Television/Radio Representative (Government) asked "What do you mean by the Freedom of Access?"

A: Any political organization registered to participate in the election period has the same (equal right) as any other Political Party to let its views to be disseminated through the media and the opportunity to use print and broadcast media to get across their views in accordance with a set of Rules and Regulations that the PEC will coordinate with Political Parties and the Media.

The BiH Radio/Television Representative added that the PEC should not use the terms "leading and opposition" parties because there was a coalition to defend the interests of the State. All Political Parties have had the opportunity to express their views in the previous period. After Dayton (and in the pre-election period) the situation changed and has given more strength to (or dependence on) the Media. On Radio/Television BiH she noted that they had scheduled open press conferences where all Political Parties may express their views in this open forum. In addition, Press Conferences have been held by each principle Political Parties with two minutes set aside for each Political Party to express their views.

In addition to these outlets of Political Party access, BiH presented the following programming ideas/concepts to further assist with media coverage:

1. From 6-7 p.m. each Monday they have begun to broadcast for all Political Parties (4-5 minutes) to express their views in any format they wish.
2. Once a month they will schedule a program from 9-10 p.m. in a talk show format for debates between Political Parties. This will continue through the elections.
3. BiH-TV/R said they have come to the Political Parties to allow them access to various news programs.
4. BiH has installed Satellite-Television so that news and information programming might be received by refugee populations throughout Europe, northern Africa and parts of the Middle East. They have bought three hours/day from 10 p.m. - 1:00 a.m. but are limited to additional time due to the very high cost of such access.

BiH Television/Radio said that they have conversed with each of the Political Parties and has received acceptance from 11 (or 10?) of them on these proposals. Only two have refused to agree to the proposals and are waiting for the OSCE to announce its Rules and Regulations.

Sir Kenneth Scott stated that the sheer number of Political Parties is a problem and the PEC is seriously considering limiting the number of Political Parties by requiring them to fall within a specified ballot access threshold. This limitation should drop the number of contending parties and allow the media an easier time to cover their activities.

John Reid asked if there would be media coverage at the Municipal/Cantonal levels?

A: During the pre-war period, they would have been able. Now there are only 60 local radio stations operating, they hope that this number will rise o cover the entire country in all Municipal/Cantonal areas. The local radio stations were run in the past by the government and have since the war gone private.

Sir Kenneth Scott asked what the status of the independent commercial television stations.

A: At this time there are about 20 television stations in this category which are registered, and are considered a very big business.

John Reid asked if is there a significant level of media advertizing? A: Yes.

One independent representative stated that one month ago they were not able to develop a network and were limited to the immediate Sarajevo area. They are now open to all Political Parties but need help to the develop network and gain full access. For example: When the former BiH Prime Minister resigned, he explained to the press why he resigned, however the press was not able to report on this announcement and decision in the Tuzla area and were forced and was forced to use private systems and share the report via video cassette so that the information to get out to the general public. At the same time these problems existed, the State was developing its Satellite-Television system.

In short he stated, "if the media is not equal then the Political Parties are not equal."

[A general argument ensued on the number of stations in existence prior to the war 2 or 3. he non-BiH Radio/Television representative stated that the third station was operational for a short while.]

A non-government representative stated that there was a statement that according to the Washington Agreement (?) that each Canton was eligible to have its own Television station.

The television station Hayat (SDA) has requested access to the third frequency. They noted that there is a gap in the current legislation on access to network frequencies. In other words, they do not know how to regulate the airwaves according to law.

Since the public's money was used to develop the national systems including the SAT capability, who is the true owner of the national frequencies? The State or the people?

He made the point that the private media does not ask for a single DM in assistance - it just wants access to the frequency. The State media and its staff are allowed to work, they are not.

He added that the State requires that use of the frequency must be paid at a very high rate, ultimately out of the reach of the small private stations. Of the 60+ radio stations in BiH who will have the ability to pay DM 5,000. How could we [the private representative] call this equal access to all Political Parties if there is no equality and most cannot afford these rates? It is clear to him that those Political Parties who can pay the rates to get on television on these frequencies therefore will win the elections. The print media, according to this private media representative, is not the means to winning - television is.

John Reid stated that the key is access to the media facilities. All stations must report activities of Political Parties fairly in the hope that all citizens (voters) will have the choice to see each of the Political Parties and candidates stand and so an informed choice might be made. He then went on to say that it was not important to the PEC who owns the stations as long as the rules are followed. For example, preventing slanted news reporting and unequal access to the voters. The PEC wants reports to be handled accurately in the news, access to public affairs programming which might include roundtables with 3-4 Political Parties, in which over time, all parties might gain access in this medium. The key is to realize that not all parties have good things to say, but they should be given the opportunity to say them.

Reid also noted that prime-time access, ensuring that all Political Parties were able to access the media during prime broadcast period was a critical and important criteria to equal access. "Free time" should also be considered as another means to allow equal access. By setting aside block of time, Political Parties might "do their own thing" without the constraints of preprogrammed events.

Reid then asked the audience, "How do you see these things being done? The PEC needs your help in this and other matters to prepare Rules and Regulations which will be designed to assist the media in its role."

He assured the audience that both the PEC and the media would bear the brunt of attacks from Political Parties during the campaign and election period. He stressed that by sticking together and assisting each other the best result will come forth.

The subject moved slowly to the print media where Reid noted that all Political Parties must have the same access to the newspapers. All should realize that every Political Parties may not have a lot to say and that coverage may depend on the amount of information shared with the media. He stated that to assure equal access the highest professionalism and standards must be adhered to regardless of the source.

A member of the independent media spoke up and noted that the Union of Professional Journalists in BiH is to organize with a National Journalist group a workshop at the end of the month. Reid later noted that he and the PEC would be interested in getting invited to this event in order to glean additional information on the role that the media intends to play and to assist the PEC in its decision-making.

Sir Kenneth Scott stated that a Code of Conduct should be agreed to early on in the process and must be adhered to during the campaign period. Scott noted that this was one of the things the PEC felt was critical. The PEC may begin drafting language which may be fine-tuned at the media workshop.

John Reid mentioned that the problem of so many parties and the various levels of information that may be made available to the media and public should be dealt with accordingly. The term "equitable coverage" was then raised by Reid. In this he stressed that each Political Party would be given the same opportunities and so be able to garner their own level of support.

He then noted that the PEC had already met with the Political Parties where issues concerning party ballot access, vote counting procedures, and other areas were brought up. Reid then said that there would be a considerable amount of pressure put on the media to accurately and fairly respond to the needs of the Political Parties. The media was the key to taking "a wide array of information (from various sources) and fitting it into a narrow pipeline" for the public's use.

One of the media representatives mentioned the existing laws on the books and that they were written under the old communist system. He stated that the issues being discussed here would not work under this old legislation. He noted that several draft media laws were put together by various sources since the 1990 Law was passed and that the PEC should get copies of this work and study the comments and edits proposed as it worked toward developing its Rules and Regulations. It was concluded that each media representative would attempt to gather draft materials from their editorial boards on Code of Conduct and legal reform and share it with the PEC.

John Reid brought up the fact that overriding existing domestic legislation that pertained to the PEC's role in the election was likely. The only document that would not fall under this power would be the Constitution in the Dayton Agreement. He stated that a number of constitutional lawyers have been studying the role of the PEC and the powers that it has for the purposes of these elections, allows the PEC to circumvent local laws that had been carried over.

#### On Printed Media:

The non-government audience stressed the problems associated with equal access, one of the representatives stated that the media will need some sort of assistance from outside sources if it is to return to the level of printing and production it had before the war. During the pre-war period, the media was able to print between 19,000 and 112,000 copies of national newspapers daily. Such an accomplishment (domestically) is now impossible due to the high cost of paper

(150 tons) to produce 5 issues daily (over 50,000 copies). Without a return to this level of printing, local level access will be impossible. The papers are now selling at 1/3 DM a copy so that the average person can afford a daily newspaper. The publishers cannot continue to sell at this price if they are to stay in business. In addition, only 5,000 copies are being published daily - with this level few people will have a chance to see information available at the local level.

It was also noted that many parties do not share new information worthy of printing. The press is forced to repeat coverage thereby losing its readership without new Political Parties information.

Sir Kenneth Scott noted that the PEC is looking into outside assistance sources to help with the high cost of printing and disseminating information - NGOs, etc. He then went on to say that the OSCE/PEC had three primary roles in BiH:

1. Judge if the conditions for elections exist and determine who is responsible for negatively altering those conditions.
2. Establish Rules and Regulations which will be administered above existing legislation (except the Dayton Constitution).
3. Supervise all obligations that each Entity has made under the Dayton Agreement (Elections, Human Rights, etc.).

The representative from BiH Radio/Television asked if the PEC would close media organs who did not follow the aforementioned Rules and Regulations and if it had the right to do so. She was quickly responded to by her principle rival when he stressed that the PEC was a principle-setting body.

John Reid stated that the PEC would begin putting together a Media Monitoring System which would be established to watch how the news is broadcast. It would also have the function of forming a tribunal which would receive comments and complaints from the media, Political Parties and observers where its investigatory arm would look into individuals cases. If required, this investigative arm may have certain sanctioning powers. Reid stressed that he hoped that such actions would not be necessary.

The Government Television/Radio representative asked about the amount of coverage the President received versus the other party leaders. Sir Kenneth Scott answered that the media was responsible to cover "newsworthy" stories. The media should be careful not to fall victim "artificial news events" and that the party in power should be covered at events which refer to its role in government without highlighting individuals in the government who may be vying for a seat in the upcoming elections. A range of media tactics may be used to counter such attempts at gaining media techniques. Reid stated that he hoped that a discussion of this information could add to upcoming discussions at the event at the end of the month.



Benjamin Butković  
Senka Kurtović  
Nedžad Imamović  
Fuad Kovačević  
Sead Demirović  
Berin Ekmečić  
Ranko Mavrak  
Ivica Bošnjak  
Edis Mesihović  
Asaf Džanić

Amila Omersoftić  
Esad Cerović  
Mehmed Halilović  
Zoran Ilić  
Vladimir Bilić

RTV BiH  
OSLOBOĐENJE  
ONASA  
ONASA  
VEČERNJE NOVINE  
VEČERNJE NOVINE  
HINA  
HRVATSKA RIJEČ  
BiH PRESS  
RTV BiH PROGRAMSKO  
VLJEČE  
RTV BiH  
RTV BiH  
OSLOBOĐENJE  
STUDIO 99  
RP VRHBOSNA

## **OSCE Testimony**



**Helsinki Commission  
Briefing on Bosnian Elections  
Wednesday, February 28, 1996  
Testimony of Jeff Fischer, IFES  
Rm 2200 Rayburn House Office Building**

At the same time on Friday of last week, when international attention was focused on the flight of Serbs from the Sarajevo suburb of Vogosca, the Provisional Election Commission (PEC) of Bosnia and Herzegovina announced a preliminary set of ground rules for the supervision and conduct of elections mandated by the Dayton Agreement. The PEC ground rules included the mandating and sequencing of elections; establishment of a method of voting or system of representation; registration of voters; registration of parties and independent candidates; and establishment of rules guaranteeing equal access to media. This set of rules covers significant electoral issues and can be used as an example to demonstrate that agreement among the parties is possible on critical questions.

In order to arrive at this point, the PEC had to convene. After the detainment of General Djordje Djukic and Col. Aleksa Krsmanovic, contacts between representatives of Republika Srpska and international groups, the Federation, the government of Bosnia and Herzegovina were temporarily severed under instructions from the government in Pale. During this time, the Serbian representative on the PEC, who had attended the first two meetings, missed the following four meetings during the boycott. (Meetings are held every Tuesday and Thursday). After the Rome summit on February 17 and 18, the Pale authorities agreed to a reopening of contact. One of the first successful re-connections was on the election commission with Mr. Slobodon Kovac arriving for a special meeting called on Monday, February 19. The Head of Mission and Chairman of the PEC Robert Frowick subsequently scheduled meetings for every day that week to hammer out by week's end the broad ground rules for the conduct and supervision of the elections.

The PEC had to develop the parameters of an electoral code as an amalgamation of the electoral provisions of the Dayton Agreement Annexes III and IV and local election laws. The Dayton

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provisions would supersede any existing laws. The complexity of this task is made even greater by the fact that the electoral process is governed by a series of laws touching registration, political parties, balloting, and media all under separate acts.

In order for the ground rules to be issued, the PEC had to agree. Agreement in this case has meant unanimity among the Entity representatives on the Commission. Although Ambassador Frowick had chaired several meetings in their entirety, he is compelled to delegate the chairmanship of the meeting to Sir Kenneth Scott, Vice Chairman of the PEC. The Entity representatives include Mr. Slobodan Kovac (Republika Srpska); Dr. Kasim Begic (Federation); and Mate Tadic (Federation), often represented by his deputy Ana Jaksic. The Entity representatives have serious technical backgrounds and participated in the conduct of elections during the brief electoral history of post 1990 Yugoslavia. Mr. Kovac was a former prosecutor from the City of Sarajevo and Chairman of the Election Commission of Republika Srpska. Dr. Begic was present at Dayton and authored some of the provision of the Agreement. Mr. Tadic is a former Justice Minister and his deputy Ana Jaksic, served as Secretary to the former national Election Commission.

The Dayton Agreement mandates the following entities for elections, " House of Representatives of Bosnia and Herzegovina; for the Presidency of Bosnia and Herzegovina; for the House of Representatives of the Federation of Bosnia and Herzegovina; for the National Assembly of the Republika Srpska; for the Presidency of Republika Srpska; and if, feasible, for cantonal legislatures and municipal governing authorities."

The timing of the elections is also dictated by the Dayton Agreement. As it states, "Elections shall take place on a date six months after the entry into force of this Agreement or, if the OSCE determines a delay is necessary, no later than nine months after entry into force."

To respond to these two provisions, the PEC announced that elections are expected to be held between 14th June and 14th September 1996, on specific dates to be announced later. The Agreement requires the "OSCE to certify whether elections will be effective under current social conditions in both Entities...", and the Head of Mission will have to make that recommendation.

The PEC has announced that local elections will be held first, followed by higher level elections. The elections mandated by the PEC document are, "municipal assemblies in Bosnia and Herzegovina; cantonal assemblies in Federation of Bosnia and Herzegovina; House of Representatives of the Federation; National Assembly of the Republika Srpska; Presidency of Republika Srpska; House of Representatives of Bosnia and Herzegovina; and the three member Presidency of Bosnia and Herzegovina."

The PEC ground rules also specify the system of representation for the national, entity, cantonal, and municipal assemblies which will be mandated by these elections. Representatives to these assemblies will be elected through a system of proportional representation on the basis of party lists and independent candidates. Each contending party shall present a list for those municipal, cantonal, Entity-based, or national contests where they wish to compete. The initial allocation

of seats will be made "by dividing the number of votes cast in the election, by the number of seats, and then dividing the number of votes cast for each party by the resulting figure; any remaining seats are then allocated to the parties with the largest remainder, provided that party had already won at least one seat in the initial allocation."

The President of the Republika Srpska and the Serbian Member of the Presidency will be elected by a single, direct ballot.

The Bosniak and Croat candidate for the Presidency will appear on the same ballot with each voter having a single vote between one of the two listed. The Bosniak and the Croat with the highest number of votes wins. It is not unlike the open primary system in the United States.

The PEC has announced that it expects to release a provisional voters list on March 31. Although a copy of the 1991 census could be released by that date, a full scale voter education and registration effort could not pick up speed until workers are trained, certain technical capacity is put into place to process registration changes, political parties are involved, and potential voters are informed of the new offices created and voting processes defined.

Refugee voters from at least 11 countries will be permitted to cast their ballots in person or by absentee in the municipality in which they were registered in 1991. Displaced persons within Bosnia and Herzegovina will also be permitted to cast ballots by absentee. Registration lists will have to be updated along with other vital statistics. The PEC must develop criteria for permitting changes in registration.

In the 1990 election, there were over 40 political parties registered. Legal and structural deficiencies which contribute to a further fragmentation of the body politic must be changed. The PEC has established signature requirements to create thresholds that will encourage coalition and the promotion of viable political debate.

And, finally, through regulatory approaches the PEC desires to guarantee an equal access formula for the communication of political party messages.

It should also be noted that the traditional model of international election observation may be changed to a degree in this exercise. In PEC parlance, there will be no election observers under its sponsorship. However, international election supervisors will be deployed to perhaps every polling station and monitor the balloting. Going back to the Dayton Agreement, the OSCE is charged with the responsibility "to supervise. . .the preparation and conduct of elections. . ." The rights and responsibilities of supervisors as compared with other observers and monitors has not yet been defined.

Although this milestone agreement must be noted, it should also be said that the PEC has a long way to go before elections can occur. First, these ground rules need to be developed into a detailed electoral code with administrative procedures spelled out in equal detail. Next, lower level election commissions and a Bosnian administrative infrastructure must be established. Many logistical and technical problems must be overcome such as the impact of mining; the

refugee and displaced person vote; the recruitment of thousands of election workers; the deployment of hundreds of election supervisors; and, election day security. Voters at home and abroad must be informed and educated about the process. And finally, the timetable and international supervision of these elections are so fast and heavy that Bosnian ownership of the process is at risk. The elections must have some threshold of legitimacy to the Bosnian people if their results are going to have two year's worth of staying power. The model of international and Bosnian partnership on this electoral code work appears to provide the proper balance to move the process forward in a quiet and yet credible way.

Jeff Fischer

## **De-Mining Efforts**



# International Foundation for Election Systems

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## FAX TRANSMISSION

TO: Major J.A. (Tony) Hill, MBE, RNZE  
FAX: 001-212-963-3452  
FROM: Scott R. Lansell, Election Advisor, OSCE/Sarajevo *SR*  
00-387-71-44-24-79 or 44-24-79  
DATE: February 23, 1996  
RE: General Information on De-Mining Efforts

Dear Major Hill:

For the past three weeks I have been serving as an election advisor to the OSCE Mission in Sarajevo seconded by the Department of State to assist in start-up activities of the Provisional Election Commission (PEC).

One of the areas which I would like to touch base with you regards the status of de-mining efforts in Bosnia and Herzegovina. More specifically, my organization, through the OSCE, will need to begin locating polling sites throughout BiH over the next few months. Undoubtedly a number of these polling sites will have been damaged, or made inaccessible due to mining operations during the war. I would be quite interested if you, or a designee on-site or in New York, could speak with me on what information has been made available for official requests.

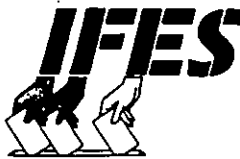
After speaking with several representatives of IFOR and attempting to connect with local representative of the UN without success, I was hoping that your office may be of assistance.

I will attempt to call on you on Monday morning (EST) to follow up on any information you or your office may be able to share.

Thank you for your time and effort.

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**MEMORANDUM**

**TO:** Judy Thompson, Director General for Elections - BiH

**FROM:** Scott R. Lansell, Election Advisor/Sarajevo *BN*

**SUBJECT:** Information and Contacts on United Nations De-Mining Efforts

**DATE:** February 26, 1996

Jeff Fischer asked that I touch base with those involved in de-mining efforts in BiH, therefore including the PEC with ongoing data collection and reporting regarding sites and security measures. By including the PEC, the Commission would be one step further in preparing for decisions related to determining polling site locations and transportation routes for election materials, equipment, and personnel prior to and during election each day.

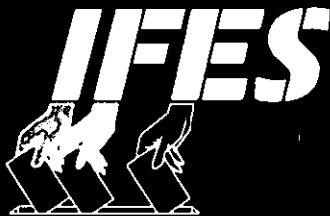
A telephone conversation with Major Hill today (see attached note) was able to glean several contacts and organizational status levels which should be addressed by the Election Services Division once operations are underway on the part of the UN Mine Action Center/Sarajevo. Major Hill (or his colleague Mr. Hurst) plan to travel to Sarajevo on/a 8 March to begin start-up operations in-country. At that time, he plans to set up an accessible database of reported mine locations in coordination with the Mine Action Center's database computers in Zagreb (contact: Bob Keeley: 385-1-180011 ext. 3080). A World Wide Web site was also shared with me which covers UN De-Mining Activities in BiH and may be accessed on the Internet at the following site: [HTTP://www.un.org/dets/landmine/index.html](http://www.un.org/dets/landmine/index.html).

Again according to Major Hill, the database information is thus far considered unreliable in that it is based only on reported, but unconfirmed mine locations. He believes that once their office is on the ground, personnel will be deployed to confirm the locations and the validity of reports.

I asked Major Hill to contact you (or your staff) once he arrived in Sarajevo to further build the communication line between organizations. Should you have further questions on his matter Capt. Ed Joseph (OSCE/IFOR Liaison) may also be of assistance.

**CC:** Jeff Fischer

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