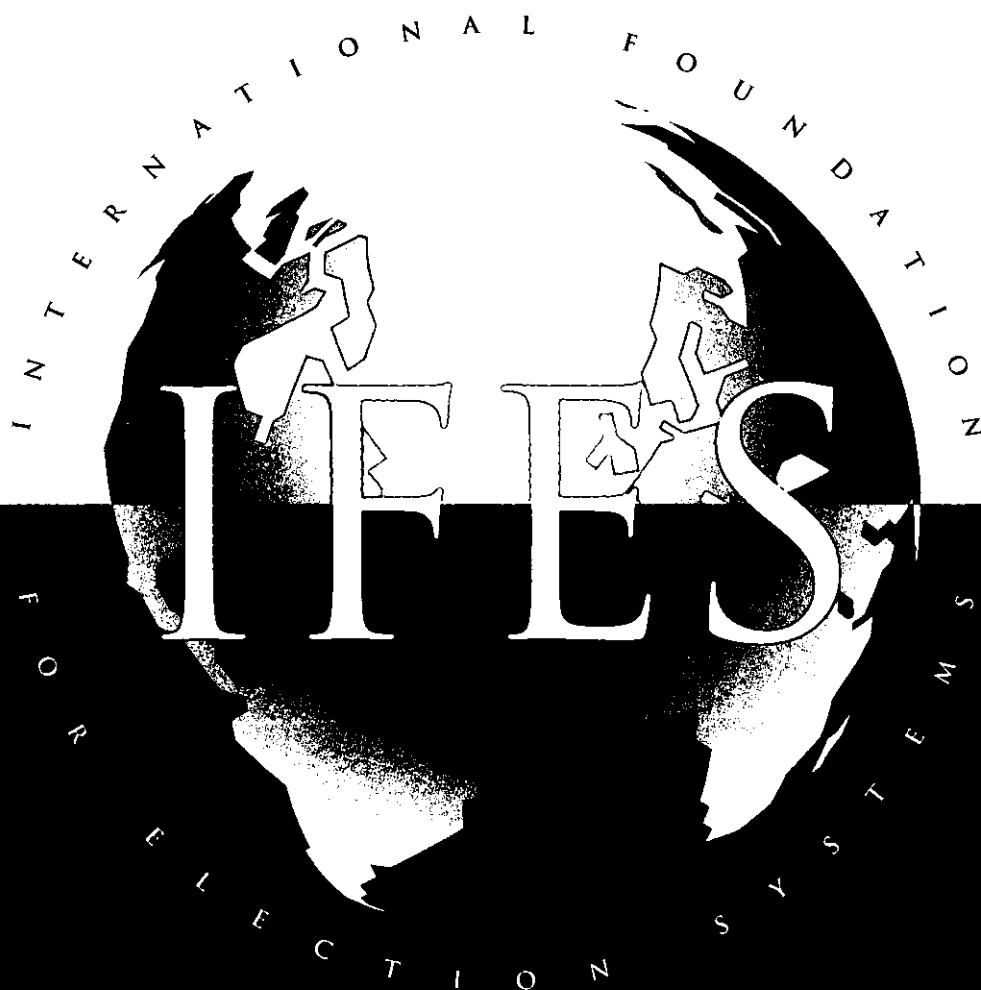


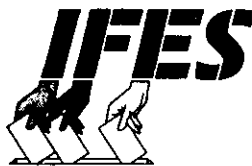
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International Foundation for Election Systems

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**FINAL EVALUATION and IMPACT ASSESSMENT
Cooperative Agreement
521-0254-A-00-5019-00**

**BALLOT PROCUREMENT
HAITI ELECTION SUPPORT PROGRAM**

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I. Introduction

Amendment 5 to Cooperative Agreement 521-0254-A-00-5019-00 (The Agreement) provides for a Final Evaluation and Impact Assessment of the Ballot Procurement component of the Haiti Election Support Program to be undertaken within three weeks of the delivery to Port au Prince of Round 1 presidential election ballots. This delivery was completed on 8 December. This report was undertaken immediately after ballot delivery.

II. Executive Summary

As required by the Agreement and its amendments the International Foundation for Electoral Systems (IFES) procured and delivered ballots for all rounds of the 1995 Haitian local, legislative and presidential elections. These elections consisted of four rounds of local and legislative elections and one round of presidential elections as described below.

25 June	Round 1	legislative elections
13 August	Round 1 1/2	partial legislative elections
17 September	Round 2	legislative elections
8 October	Round 2 1/2	partial legislative elections
17 December	Round 1	Presidential elections

Ballots were produced for all of the above mentioned elections and delivered according to the calendars determined by the Provisional Electoral Commission (CEP). Ballot production/delivery is allocated as follows:

Legislative

Round 1	17,667,960
Round 1 1/2	1,676,940
Round 2	7,048,040
Round 2 1/2	186,060

Presidential

Round 1	4,235,260
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Therefore, under the terms of the Agreement and in support of the 1995 Haitian legislative and presidential elections IFES produced and delivered a total of 30,814,260 ballots.

III. Background

The USAID-funded Election Support Program, which began in 1994, is a \$10.5m project for support to the 1995 local, legislative and presidential elections in Haiti being implemented through a grant to the United Nations Electoral Assistance Unit (UNEAU). The procurement of ballots for the elections was included in the

Program Description for the UN grant. However, it was decided by the UN and the USAID Latin America Bureau that the UN could not effect the procurement in a timely manner and implementation arrangements were changed to permit ballot procurement by IFES.

Cooperative Agreement No. 521-0254-A-00-5019-00 (hereafter referred to as "the Agreement") between the Agency for International Development (USAID) and the International Foundation for Electoral Systems (IFES) providing \$2,006,268 for the procurement of ballots was approved March 3, 1995.

The Agreement was amended six times as follows:

Amendment 1: 18 July to realign the Program budget and to add activities by including the creation and management of the candidate data base.

Amendment 2: 18 August to increase funding by \$50,000 from \$2,006,268 to \$2,056,268 and to extend the completion date to 31 October.

Amendment 3: 7 September to increase funding by \$250,000 from \$2,056,268 to \$2,306,268 and to add activities by including the establishment and organization of a pollworker training program.

Amendment 4: 28 September to decrease funding by \$250,000 from \$2,306,268 to \$2,056,268.

Amendment 5: 29 September to increase funding by \$1,700,000 from \$2,056,268 to \$3,756,268 and to add activities by including the printing of ballots for two rounds of presidential elections and the establishment of a Civic Education and pollworker training program.

Amendment 6: 20 October to extend the completion date of the Agreement to 31 January 1996.

IV. Scope of Report

As Approved by USAID/Haiti, this Final Evaluation and Impact Assessment has four components:

- A.) a comparison of the End of Project Status with the anticipated Outputs as determined in the Program Description, Agreement Outputs and subsequent Amendments;
- B.) a comparison of activities undertaken versus those planned;
- C.) an analysis of the procurement and delivery system used;
- D.) an Impact Assessment which discusses the effect of IFES's activities on the CEP and ballot production mechanics (see Attachment D for detailed TOR)

(NB: the Civic Education and Pollworker Training Program is the subject of a separate Evaluation and Impact Assessment)

V. FINAL EVALUATION

A. Achievement of Agreement Outputs

Agreement Outputs are listed below as they appear in the Program Description. End of Project Status (EOPS) is summarized after each Output.

1. Output: All (Round 1 and R11/2) ballots for the 1995 municipal and legislative elections composed and printed.

EOPS: All (Round 1 and R11/2) ballots for the 1995 municipal and legislative elections were composed and printed. Quantities printed and delivered were as follows:

R1	17,667,960
R11/2	1,676,640

Quantities printed for each round of elections were based on the CEP-approved data base which was which was created by IFES from elements provided by CEP. A 5% overage was calculated for these and all subsequent rounds to compensate for spoilage.

2. Output: All (Round 1 and R11/2) ballots properly packed and labeled according to region and BIV.

EOPS: All (Round 1 and R11/2) ballots were marked and labeled according to region and BIV. Boxes were then labeled according to means of delivery (surface or air) and schedule of delivery (eg: Chopper route 5).

3. Output: All (Round 1 and R11/2) ballots shipped to and received in Haiti according to the timetable agreed to by the CEP and the UNEAU.

EOPS: All (Round 1 and R11/2) ballots were shipped to and received in Haiti according to the agreed to timetable (see attached Electoral Calendars):

R1: approximately 15.1 million ballots per the specification package plus 500,000 ballots for additional polling stations were delivered on three flights, arranged by the Department of Defense, arriving 17 and 18 June. Another shipment of approximately 2.1 million additional ballots was completed on 22 June. Ballots were confirmed and received on behalf of CEP by Rene Aubri.

R11/2: approximately 1.7 million ballots packed on 33 pallets

arrived in Port au Prince 7 August aboard a dedicated American Airlines cargo carrier. Ballots were confirmed and received on behalf of CEP by Rene Aubri.

4. Output: All ballots required for a second round composed and printed.

EOPS: The transfer of R2 data was effected 29 August. Ballot proofs were prepared, reviewed and approved between 30 August and 2 September. Printing was initiated 2 September and completed 6 September. 7,048,040 R2 ballots were composed and printed.

R2 $\frac{1}{2}$ data was transferred to the printer on 26 September. Printing was initiated on 27 September and completed on 28 September. 186,060 R2 $\frac{1}{2}$ ballots were composed and printed.

5. Output: All ballots required for a second round properly packed and labeled according to region and BV.

EOPS: With the exception of one box of ballots which was mislabeled (while it contained the correct ballots, the geographical information on the label was incomplete; the error was discovered in time to assure proper delivery), all second round ballots were properly packed and labeled.

6. Output: All ballots required for a second round shipped to and received in Haiti according to the timetable agreed to by the CEP and the UNEAU.

EOPS: R2 6,872,040 ballots packed on 66 pallets arrived aboard an Air Charter Services International (ACSI) chartered DC-8 10 September as scheduled; an additional 176,000 ballots arrived via DHL on 14 September. Ballots were confirmed and received on behalf of CEP by Francoise Boursiquot.

R2 $\frac{1}{2}$ 186,060 ballots packed on 4 pallets arrived aboard two American Airlines regularly scheduled flights 2 October. This delivery was originally scheduled to arrive 1 October but was postponed at the request of UNMIH logistics and security personnel due to a "security situation" in Port au Prince.

7. Output: One part-time staff person worked with the UNEAU and the CEP to coordinate ballot procurement, composition and delivery.

EOPS: Significant additions to the Program Description necessitated a commensurate increase in staff. Rather than one part-time staff person a total of five, four full-time and one part-time, were required to achieve Program goals. The necessary positions and a summary of the position scope of work were as follows:

Project Officer, full-time. Post: DC. Coordinated support within IFES/W; assured the link between the IFES/H and IFES/W offices; liaised with USAID/W; supervised the field office.

Project Manager, full-time. Post: Haiti. Assumed coordination of all on-site activities on 10 May. Duties included liaising with USAID, CEP, UNEAU, US Embassy personnel, the Canadian Embassy, OAS, NDI, IRI and others as necessary and coordinating all in-country Program activities.

Procurement Adviser, full-time. Post: DC, Haiti, California as necessary. Assured the link between IFES/W, IFES/H and Sequoia Pacific on ballot production, data transfer, ballot proofing, and delivery; oversaw the reception in Haiti of all ballot shipments, confirmed contents with CEP and UNMIH personnel, assured reception by CEP of the shipments; tended to administrative requirements of the Agreement as well as Sequoia contract administration.

Administrative and Logistics Assistant, part-time. Post: Haiti. Provided administrative support to consultants and contractors in the IFES/Haiti office; local office financial management.

Secretary, full-time. Post: Haiti. Routine secretarial functions at the IFES/H office.

In addition to the above mentioned "permanent" positions the creation and management of the data base required numerous part-time personnel depending on the task at hand. The initial data base was designed by an ex-patriate consultant programmer. This data base was refined, operationalized and managed by a local-hire programmer. Data entry was performed by a complement of up to 25 depending on the scope of the election; the data entry personnel were supervised by two local-hire technicians.

8. Output: All ballots for the 1995 presidential elections were composed and printed.

EOPS: The R1 candidate list was transferred to Sequoia on 20 November. CEP Member Moliere Ladouceur and Procurement Adviser Stephen Connolly traveled to the Sequoia plant on 26 November. Ballot proofing was completed on 27 November; necessary changes were implemented and printing was initiated the same day.

In addition to the R1 presidential election ballots 135,660 ballots were composed and printed for Deputy races being re-run at 323 polling stations.

9. Output: All ballots for the 1995 presidential elections were

shipped to and received in Haiti according to the timetable agreed to by the CEP and UN.

EOPS: 4,099,600 presidential election ballots and 135,660 Deputy ballots were received in Port au Prince 8 and 9 December via two air charter cargo deliveries. (One flight was delayed 36 hours due to mechanical difficulties. The delay did not effect the distribution schedule). Ballots were confirmed and received on behalf of CEP by Francoise Boursiquot.

10. Output: All ballots for a second round of presidential elections composed and printed.

EOPS: R2 Presidential elections were obviated by a conclusive R1 vote.

11. Output: All ballots required for a second round of presidential elections shipped to and received in Haiti according to the timetable agreed to by the CEP and UN.

EOPS: R2 Presidential elections were obviated by a conclusive R1 vote.

12. Output: Candidate data for all legislative and presidential elections was received, assembled into a useable format, confirmed and transferred to the printer.

EOPS: A candidate data base was generated, managed and transferred for all legislative and presidential elections. After testing the reliability of various modem connections it was decided to deliver the data to the printer either by hand (Round 1/Legislative) or by courier (Rounds 1½, 2, and 2½ Legislative and Round 1 Presidential). This data base permitted Sequoia Pacific to print all necessary ballots.

The different data bases involved candidates and seats as follows:

Legislative:

R1 11,293 candidates contesting seats as follows:

146 for 18 Senate seats
722 for 83 Deputy seats
2478 for 133 Magistrate councils
7947 for 565 CASECs.

R1½ 634 candidates contesting seats as follows:

131 for 16 Senate seats
119 for 14 Deputy seats
384 for 19 Magistrate councils.

R2 1680 candidates contesting seats as follows:

16 for 8 Senate seats

110 for 56 Deputy seats
1554 for 121 CASECs

R2½ 8 candidates for 4 Deputy seats and 7 CASEC cartels

Presidential:

R1 14 presidential candidates and 3 deputy candidates

B. A comparison of activities undertaken versus those planned:

i. Planned activities

According to the Agreement, planned activities were to consist of the following: the procurement of ballots (ballot composition, printing, packing and labeling) and ballot delivery (shipping, unloading, customs clearance, safe storage) for all rounds of legislative and presidential elections. (see Attachments A. Program Description and B. Work Plan for details) Anticipated by the Program Description were two rounds of legislative elections.

ii. Activities undertaken

Rather than the anticipated two rounds of legislative elections, there were four rounds of legislative elections which included two rounds of by-elections due to elections not being held in numerous polling stations for a variety of reasons. The additional elections resulted in four rounds of printing and delivery. Also, there was one round of presidential elections. Run-off elections for three Deputy seats were held concurrently with the presidential elections.

As the conclusion of a competitive bidding exercise, Sequoia Pacific Systems, an Exeter, Calif.-based printing company, was selected to compose, print, pack and label ballots for all rounds of legislative and presidential elections per specifications developed in collaboration with the CEP, USAID and the UNEAU.

a. Ballots procured and delivered for each of the four rounds of legislative elections and one round of presidential elections:

Legislative Elections

R1

Ballots printed according to the specifications totaled approximately 15 million. An additional 2.1 million ballots were printed to meet the requirements of polling stations added late in the process. Ballots were delivered to Port au Prince on four flights between 17, 18 and 22 June. A final shipment of 88,000 ballots to compensate for last minute differences in BED de L'Ouest requirements was scheduled for delivery 24 June. The ballots were printed and shipped to Miami for transshipment to Port au Prince.

Unfortunately, due to an error in the Haiti Air Freight computer system this delivery was not completed. Replacement ballots were produced locally.

In the course of the R1 election observation and vote tally it was determined by the OAS and other observers that numerous irregularities occurred which invalidated the tally at certain polling stations and made it impossible to conduct a vote at others. (see OAS report and IFES/H response for details).

R1 1/2

A round of partial or make up elections, referred to as R 1½, was therefore scheduled by the CEP to take place on 13 August. On 7 August 1.7 million ballots packed on 33 pallets arrived in Port au Prince aboard an American Airlines cargo carrier. The election took place as scheduled. R1½ results were judged adequate to proceed with Round 2 (R2). This vote was scheduled for 17 September.

R2

On 10 September 6,872,040 ballots packed on 66 pallets arrived aboard an Air Charter Services International (ACSI) DC 8; an additional 176,000 ballots arrived via DHL on 6 October. The election was held as scheduled 17 September. As with R1, various inconsistencies required the scheduling of another round of partial elections, referred to as R2 1/2, which was set for 8 October.

R2 1/2

On 2 October 186,060 ballots packed on 4 pallets arrived aboard two American Airlines scheduled flights.

R 2 1/2 involved 4 deputy seats and 7 CASEC cartels. In view of the minimal data management burden, it was decided to assemble the list in Port au Prince, to review with CEP personnel and to fax the final list to Sequoia Pacific. Sequoia Pacific produced the ballot proofs which were then faxed to IFES/H where they were verified and approved by Counsellor Moliere Ladouceur.

Presidential elections.

Ballots required by the specifications of the Sequoia subcontract amendment and the addition of 249 polling stations numbered approximately 4.3 million. Due to a technical problem with Sequoia ballot counting machinery 4,099,660 presidential election ballots were delivered. The shortage did not pose any problems in view of the usual overage factor and the light voter turnout. Also delivered at this time were 135,600 ballots required for run-off elections for three Deputy seats held concurrently with the presidential elections. All ballots were delivered on 8 and 9 December by two chartered aircraft. Off-loading in Haiti was executed by Haiti Airfreight and Amerijet as part of the Sequoia Pacific/ACSI delivery agreement.

b. Data base management

The original Program Description per the Agreement did not include any data base management responsibilities, this function having been previously assigned to the UNEAU. In late March, shortly after initiation of field activities, it became apparent to the UNEAU, CEP, USAID/H and IFES that the UNEAU was not equipped to create and manage the candidate data base as required by its agreement with USAID. The IFES activity description was modified accordingly in Amendment 1 to the Agreement to permit use of funds to procure the necessary services and equipment to generate and manage the candidate data base through all phases of the local, legislative and presidential elections.

In fairly short order IFES procured, shipped and installed a 15 work-station computer network with associated peripheral equipment such as printers, photocopier and scanners; responded to changing instructions from CEP regarding permanent installation by locating and leasing an office with an independent and reliable power supply; arranged for the installation of international communications in this office; identified and trained a group of twenty-five data entry personnel; arranged a sub-contract with a local computer system support company for the payment of this group of data entry personnel and the for data-base supervision services; and, most importantly, created and effectively managed the candidate data base.

Creation of the data base:

The first task was to locate a database developer who worked in either FoxPro or Access, which were the two databases being considered for this project. A candidate search was conducted via the IFES in-house consultant database, postings to relevant database-related forums on CompuServe, and word of mouth. In the end, and with the initial collaboration of a U.S.-based programmer, IFES located and contracted a very talented Port-au-Prince based Haitian programmer who designed the majority of the database, and proved invaluable in handling the constant requests that came from the CEP to add, delete, and modify candidate, party, and geographic information, as well as constant refinement to the structure of the database, the user interface, and the reports and queries. It was particularly valuable to have had a local programmer, as the very dynamic situation demanded that the programmer be available 24 hours a day for the duration of the project.

As database design began, it became clear that the following points needed to be well developed in advance: 1) establish the minimum data entry requirements for completing the task, 2) establish whether any additional data items would be requested, 3) determine what data was actually available, and 4) determine in what format the data should be entered and reported. Also, accurate fundamental or underlying data, which in this case comprised all of the geographic locations in Haiti in which

elections were being held and all of the eligible political parties, approved by the electoral authorities was required before data entry was to begin.

Once data entry began, registration forms moved through the following steps:

- 1) Forms were delivered by the CEP to IFES/H once a day. Forms received were counted and logged by type (Senate, Deputy, Magistrate, CASEC). An IFES staff person would retrieve additional forms if needed once the initial batch was entered.
- 2) Once the forms had been logged, they were divided into groups of twenty and placed in folders numbered 1 through 12 which corresponded to members of the data entry staff. Data entry staff would pick up a numbered folder, sign it out on a special log, enter the data, return the folder, and then repeat the process. Each folder also had a form inside which identified the folder number and the number of registration forms in the folder. Staff were instructed to count the forms in their folder when they returned them to verify that they were returning the same number of forms as they received.

Data entry staff also had to log in to the network and then into the database application with unique passwords for each log-in in order to prevent unauthorized access to the database. The database kept track of who entered or modified any given record. There were three levels of internal database security. A data entry log-in would allow only the entry of new data, but not the modification or deletion of existing data. A supervisor log-in would allow for data entry and modification. A programmer log-in would allow for entry, modification, deletion, and changes to the database structure itself.

- 3) The database assigned a unique and sequential number to each registrant. Since the CEP's candidate registration forms were unnumbered, the unique number generated by the database for each candidate was hand-written on each candidate registration form. (The numbers were only unique within each candidate type, in other words, it was possible to have a number 35 senate candidate and a number 35 deputy candidate. This did not pose a significant problem as the candidates for each candidate type were located in separate database tables.) The number formed the basis of the filing system and allowed us to quickly find a database record if there was a question about a particular form. The number was also written on the back of the Senate and Deputy candidate photos in case the photo should ever be separated from its registration form.
- 4) Once all of the forms had been entered, a hard copy was printed of all the registration information that had been

entered for the day. For the first week, the data entry people were able to finish their work early due to the low number of forms received. These same data entry personnel would then take the printouts and manually compare the information on the printouts against the original forms. Necessary corrections were marked on the printouts, and the programmer or supervisor then went into the database to effect the changes. Once the numbers of registration forms reached the point where the data entry staff could not complete all of them in a day, a second evening/night shift was added.

- 5) After the forms had been entered and proofed, the Magistrate and CASEC forms were filed and the Senate and Deputy forms were sent to the scanner so that the photos of those candidates could be scanned for inclusion on the ballots. The images were scanned and saved in TIFF 5.0 format at 150 dpi using an HP ScanJet IIcx and its scanning software, DeskScan II. As previously mentioned, each photo had the unique number written on it that had been assigned by the database to each candidate. This number formed the basis of the image file name in the computer. For example, the photo for senate candidate 546 became file 546S.TIF, and the photo for deputy candidate 345 became file 345D.TIF. The senate and deputy image files were stored in separate directories to further avoid any confusion.
- 6) Archiving the registration forms was effected by dividing them first by candidate type and then filing by the unique candidate number within each candidate type classification. This system corresponded well with the way registration forms were organized by the database and allowed forms to be quickly located when necessary.

Backup of the database and the image files to a tape backup unit was done on a daily basis and eventually on a twice daily basis as the bulk of the forms were being processed. For planning purposes, the database, which contained approximately 11,400 records, could be placed on a single 3.5" (1.44MB) floppy, and the approximately 900 TIFF image files used less than 200 MB. Good virus protection in this type of environment was critical.

Once the candidate registration information had been entered, it was necessary to determine the best way to transfer the data from Haiti to the ballot printer. After testing the reliability of various modem connections, the data was hand-carried to the printer in two batches. Having tested their programs on the first batch of data, the printer was able to complete the job rapidly once the final CEP-approved data was received.

During the printing of R1 legislative ballots, two CEP

representatives were present at Sequoia. The first was Mr. François Merisier, the CEP Special Representative, who personally reviewed and approved, with his signature, all of the ballots before they were printed. The second was Mr. Moliere Ladouceur, also a CEP special representative, who arrived shortly after Mr. Merisier's departure and who was present primarily to act as liaison between CEP and IFES/Sequoia.

Mr. Ladouceur returned to the Sequoia plant to provide on-site proof approval for all other rounds of legislative and presidential elections with the exception of legislative R2 $\frac{1}{2}$. As this round, R2 $\frac{1}{2}$, involved only four Deputy candidates and 7 CASEC cartels the ballot proofing and approval were effected by fax at the IFES/H office.

c. Additional activities undertaken

In addition to its role as the primary agent in the production and delivery of ballots, IFES was required by circumstances or specific requests to perform various tasks outside the scope of the Program Description:

- Office space: Early in the activity CEP advised IFES that the office space planned for IFES use within the CEP office was not available. IFES was forced to make arrangements with a local hotel for temporary space prior to arranging office space in a downtown location. When it became apparent that IFES would maintain a presence in Haiti throughout the presidential elections a move was arranged to a more economical and spacious location. In both locations considerable time and effort was devoted to acquiring adequate furnishings, assuring power and telecommunications, and arranging security.

- Candidate dossiers: at the request of CEP, IFES arranged for a photocopier to be installed at the CEP headquarters to assist with the preparation and transfer to IFES of candidate dossiers.

- Dossier approval: at the request of CEP, IFES re-located computer equipment to the CEP headquarters in order to facilitate the candidate review process.

- Vote tally: at the request of CEP, IFES re-located a portion of its computer network to the CEP headquarters in order to assist with the vote tally for legislative rounds 1, 1 $\frac{1}{2}$, 2, 2 $\frac{1}{2}$, and the presidential elections. This involved physically re-locating the equipment for each count, training CEP personnel in its use and overseeing the process.

- Candidate lists: at the request of CEP, IFES provided copies of candidate lists to the BEDs and the media (these lists totaled approximately 19,000 sheets of paper).

- Acted as conduit for payment of trainers with CEP funds.
- At CEP request produced an electronic list of all BIV addresses and locations.
- Miscellaneous reporting: IFES responded to requests from various organizations (OAS, NDI, IRI, etc.) for geographical data, information on candidates, information on polling stations and information on the ballot printing process.
- ASEC elections: at USAID request IFES prepared cost projections for possible ASEC elections.

C. An analysis of the procurement and delivery system used

a. Ballot Procurement: Contract Award

Methodology

Legislative and Local

i. As required by the Agreement, IFES created a Procurement Review Committee (hereafter referred to as "the Committee") composed of representatives of IFES, UNEAU, CEP and USAID to review the procurement process. Members of the Committee, their position and the organization they represented, were as follows:

- Christian Nadeau, Acting Director of Programs-The Americas/IFES
- Stephen Connolly, Consultant Procurement Adviser/IFES
- Jacques Carrio, Adviser/UNEAU
- Anselme Remy, President/CEP
- Sue Nelson, Project Officer/USAID

The Committee performed the following tasks:

- reviewed, revised and approved ballot specifications, bid review criteria and weighting of review criteria proposed by IFES;
- reviewed and approved the IFES contract award recommendation.

ii. IFES proposed ballot technical specifications, bid review criteria and weighting and presented them to the Committee on 10 March.

The specifications and criteria were revised and approved by the Committee in Haiti on 14 March. The bid solicitation was announced on 16 March. As required by the Cooperative Agreement, the Office of Small and Disadvantaged Businesses Unit was advised. Bids were solicited from a total of twelve firms comprised of printing firms listed on the IFES data base and three Haitian firms visited by the Procurement Adviser.

iii. Bidding was closed at 12:00 noon 24 March. Bids were logged in and opened and copies given to an in-house panel comprised of Christian Nadeau, Acting Director of Programs-The Americas/IFES, Stephen Connolly, Consultant Procurement Adviser, Jeff Fischer, Chief of Staff/IFES, Dave Tikkala, Director of Finance/IFES and Barbara Petree of Stephenson Printing, a local printing firm not involved in the process, who acted as unpaid technical adviser.

Seven firms responded. Following general review and discussion the submissions were ranked by each participant to the in-house panel according to the criteria determined by the Procurement Review Committee.

The rankings were summarized and a recommended contract award was agreed to. The in-house review process and the formulation of the recommendation are summarized in the attached 25 March memorandum to the Procurement Review Committee.

iv. The IFES recommendation was presented to the review Committee in Port au Prince on 27 March. Due to serious disagreement by the CEP President with the IFES award recommendation it was not until 30 March that approval of the recommendation was finally obtained. As soon as verbal approval was received the bidders were advised of the outcome of the award process. Sequoia Pacific, the contract recipient, took steps immediately to acquire the necessary paper and to mobilize the necessary equipment and personnel.

Presidential

Rather than initiate a second competitive bidding process, primarily due to the time constraint, USAID agreed with an IFES proposal that the Sequoia contract be amended to include printing of ballots for the presidential elections (see Attachment I).

Analysis

The award of the ballot printing contract represented the conclusion of a standard competitive bidding process as required by USAID procurement regulations. In view of its status as a provisional body and the fact that no one within the CEP possessed the expertise to conduct such a process it was essential to the conduct of the elections that this function be provided to CEP. In a review of the contract award process USAID/Haiti Legal Adviser Ed Dragon determined that proper procedure was followed and that a proper award had resulted.

b. Ballot delivery, reception and warehousing

Methodology

The various elections ranged from exceedingly complex in the case of R1/Legislative with over 11,000 candidates contesting seats at four levels of government all across the country to a very simple R2 $\frac{1}{2}$ /Legislative which involved 4 Deputy seats and 7 CASEC cartels. Logistics arrangements varied with the complexity and magnitude of the election. In all instances Customs clearance was arranged by UNMIH, with essential shipping information provided beforehand by IFES. Warehousing and security were likewise provided by UNMIH for all ballot shipments.

R1

Delivery of Round 1 ballots was by truck from the Sequoia plant to Travis AFB and then by air cargo arranged by the Department of Defense to Port au Prince. The initial shipment of approximately 14 million ballots per the specification package plus 500,000 ballots for additional polling stations was delivered on three flights arriving June 17 and 18. A shipment of approximately 1.6 million additional ballots was completed on 22 June. Off-loading was effected by Brown and Root Service Corp. A final shipment of 88,000 ballots to compensate for last minute differences in BED de L'Ouest requirements was scheduled for delivery 24 June. Due to an error in the Haiti Air Freight computer system this delivery was not completed. Reception and warehousing arrangements were made by the CEP and the UNEAU with assistance of UNMIH military logistics support personnel. The ballots were accepted on behalf of the CEP by Rene Aubri, assistant to CEP President Remy.

R1 $\frac{1}{2}$

R1 $\frac{1}{2}$ ballots were delivered by an American Airlines chartered freight carrier. Off-loading was effected by Brown and Root Service Corp.

R2

R2 ballots were delivered by ACSI charter aircraft. Off-loading was effected by Haiti Air Freight under the same contract.

R2 $\frac{1}{2}$

Delivery of R2 $\frac{1}{2}$ ballots was by DHL aboard two regularly scheduled American Airlines passenger flights. All four pallets were scheduled for delivery on the same flight Sunday, 1 October. However, on the advice of UNMIH personnel, it was necessary to contact DHL after the cargo was airborne in order to arrange a delay of 24 hours in Miami. The delay resulted in the shipment being split between two flights. Eventually, all four pallets arrived and were picked up by a UN transport vehicle and carried to the CANARGUS staging area.

Presidential Elections

Ballots were delivered by two ACSI charter aircraft, an Amerijet 727 and an Air Transport International DC-8 on 8 and 9 December respectively and were off-loaded by Amerijet and Haiti Airfreight.

The two deliveries were scheduled for 8 December; however, mechanical problems delayed the arrival of the DC-8 for 36 hours.

Analysis

Due to the time constraint delivery by air was the only feasible method of transporting ballots to Haiti. Various arrangements were made to assure these deliveries: military airlift, commercial airfreight, commercial charter and air courier service.

The most complex of the arrangements utilized was the military airlift of R1/legislative ballots. In order to coordinate this delivery numerous conference calls were held at the insistence of UNMIH personnel and USAID/W over a period of several weeks. Participants to these calls included USAID/W, USAID/H, IFES/W, IFES/H, Sequoia, Department of State, Department of Defense, UNMIH, UNEAU and various offices involved with military transport and logistics. While the deliveries were executed with precision, it would not be reasonable to suggest that future elections require the same complexities.

Air freight via a major airline was problematic due to rigid schedules.

Logistically, the simplest deliveries were those effected by courier service such as DHL. Unfortunately, these were also the least reliable method (ref R1/Legislative final shipment) and suited only to smaller quantities.

The best combination of price, flexibility, capacity and timely provision of service was found with commercial air charter services providing dedicated aircraft. Delays caused by mechanical difficulties during the delivery of R1/Presidential ballots indicate that a larger company with greater resources and the ability to quickly respond to contingencies is preferred.

UNMIH participation greatly simplified local logistics issues, particularly Customs clearance, and was essential to efficient handling and secure warehousing.

VI. IMPACT ASSESSMENT

A. Terms of reference

As required by the Cooperative Agreement, the Impact Assessment will analyze the effect on the CEP of the IFES directed procurement process by determining the following:

- i. the extent to which IFES's assistance resulted in better ballot design and development of ballot specifications;
- ii. the extent to which IFES's assistance resulted in an

improvement in CEP knowledge and skills in ballot design and procurement;

iii. the extent to which the CEP will be able to procure its own ballots for the next round of legislative and presidential elections.

In order to review additional impacts resulting from amendments to the Agreement a fourth category was added:

iv. The extent to which alterations in the Scope of Work resulted in the transfer of skills which will be useful in future legislative and presidential elections.

B. Impact Assessment

General

Overall impact on the CEP of the IFES-lead procurement activity was mitigated by the initial problematic relationship with CEP which was typified by CEP adopting a "hands off" posture toward the procurement process once it became clear to CEP President Anselme Remy that the contract would be awarded to a U.S. company. Until the arrival of Mr. Michel Sajous as CEP President, there was at best little if any reaction to proposals other than grudging acceptance. Mr. Sajous, who assumed the presidency just prior to R2/Legislative, was cooperative and supportive. Of course, by this time most issues relating to ballot design and procurement had been resolved.

In addition to improving the overall management of the CEP, M. Sajous encouraged decentralized decision making which permitted IFES to work directly with BED officials in such areas as planning the number of polling stations per communal section. This direct contact with the data providers resulted in more timely reception of better quality data. In working directly with the BEDs and other CEP branches (Electoral Operations, General Direction, Secretary General) IFES contributed to increased efficiency and a greater awareness among CEP personnel of the necessity of respecting deadlines for ballot production.

i. Ballot design and specifications were drafted by IFES based on ballots used in the 1990 elections. A major contributing factor to this decision was the consideration that during the 1990 elections the rate of nullified votes, indicative of voter confusion, was less than 6%. These proposed specifications were then presented to the Procurement Review Committee for modification and approval. Minor modifications resulted: e.g. on R1/Legislative ballots parties appear alphabetically, independents in numerical order. All involved parties (CEP, USAID, UNEAU, IFES) agreed from the outset that using the a ballot essentially identical to that used during the 1990 elections would serve to reduce confusion among voters on

polling day. In fact, confusion noted on 25 June, R1 election day, was due not to ballot design, but to the absence of a targeted, specific voter education campaign.

ii. Due to the aforementioned problematic relations with CEP the impact on CEP personnel, in terms of ballot design and procurement, was, with one notable exception, extremely limited. The exception is Mr. Moliere Ladouceur, the CEP Member who participated in the proofing process for all four rounds of legislative elections and the first round of presidential elections. In addition to possessing a thorough knowledge of ballot formatting issues, Mr. Ladouceur has acquired a detailed appreciation of the complexities of large scale printing tasks as a result of his numerous visits to the Sequoia plant. In addition to his technical knowledge, Mr. Ladouceur's working style and his uncluttered attitude would make him a valuable member of a permanent electoral commission.

On the level of ballot reception logistics, the establishment and nurturing of a collegial working relationship with CEP personnel responsible for confirming deliveries has resulted in the transfer of knowledge of the mechanics of delivery, off-loading, Customs clearance, confirmation, warehousing and problem resolution.

iii. Competitive procurement, as required by USAID and other major donor institutions, is outside the normal Haitian procurement practice. Acceptance of such a practice will be the result of a significant change in attitude that must be preceded by training and experience. This training and experience should be made available to a permanent election commission. CEP remains a provisional body with temporary members. It is the opinion of IFES, supported in discussion with UNEAU members, that, as it is presently constituted, CEP is not equipped with the technical expertise or the necessary acceptance of the notion of impartial competitive procurement that are required to conduct such a bidding exercise and then to follow up with the necessary contract management.

iv. Other impacts

In the course of creating and managing the candidate data base a cadre of trained data management personnel was formed. At the peak of its operation, this group consisted of 25 data in-put personnel, two data entry supervisors and the systems manager. Tasks included the in-put of data, operation of scanners, verification of geographical data, confirmation of candidate registration information; modification of the data base and generation of reports.

In addition to the management of the data base, the programmer and the supervisors prepared documents responding to the numerous requests IFES/H received from various organizations for reports concerning different aspects of the elections, directed the installation of equipment, and trained and supervised personnel to

respond to requests from CEP for assistance with candidate registration and with vote tally.

The skills acquired by this cadre, Fitzgerald Jean (Programmer), Anton Adonis (Supervisor) and Claude Orestre (Supervisor), should be of great benefit to the management of future elections in Haiti.

Also of value to the administration of future elections are the skills acquired by CEP personnel assigned to work directly with IFES in reviewing candidate files for completeness, siting polling stations and entering the information into the data base, and tallying election results.

While perhaps not an "impact" in the usual sense, the savings that resulted from awarding the contract to Sequoia Pacific was significant: for less than the local printer's bid for the printing of ballots for the two rounds originally foreseen, Sequoia Pacific printed and delivered ballots for four rounds of legislative elections and the presidential elections.

In summation, while the impact on such areas as ballot design and procurement were minimal, CEP personnel either acquired or improved various other skills essential to the management of elections as a result of their collaboration with IFES in the execution of the Ballot Procurement component of the Haiti Elections Support Project.

Attachment A.
Program Description

B Activity Description

1. Procurement of Ballots

IFES will procure ballots for the local and legislative elections for 1995, including a Round 2 if required. This activity will include the following:

a. Ballot Composition:

IFES will work with the CEP and the UNEAU to obtain the specifications for the ballots. These specifications, broken down by office and location, will include candidates names and party affiliations, and will correspond to the requirements as detailed in the election law. Paper type and size, and security requirements for the ballots will be determined in conjunction with the UNEAU and CEP.

b. Printing ballots

IFES will ensure the purchase of paper and printing of ballots for the municipal and legislative elections of 1995. The quantity of ballots printed, by office and location, will be determined in conjunction with the CEP and UNEAU. All procurements undertaken will be done on a competitive basis.

c. Packing and labelling of ballots

IFES will pack the ballots according to specifications developed jointly with the UNEAU and the CEP, anticipated to be by region and BIVs (polls). Each carton will be labeled with the contents and final destination (region and BIV).

2. Delivery of Ballots

a Shipping of Ballots

IFES will ship the ballots to Port-au-Prince, Haiti. IFES will ensure that the shipment of the ballots is closely coordinated with the CEP and the UNEAU and that they are shipped with sufficient time to be distributed according to the electoral timetable to be established by the CEP and the UNEAU.

b. Storage of Ballots

IFES will ensure that safe storage facilities are available for the ballots in Port-au-Prince and will closely monitor the unloading of the ballots, their clearance through customs and that the ballots are safely secured in the storage facilities.

Attachment B.

Workplan

MEMORANDUM

TO: Chris Brown
HRD Director, AID/Haiti

Clem Bucher
Contracts Officer, AID/Haiti

FROM: CHRISTIAN NADEAU
Acting Director of Programs
The Americas, IFES

DATE: April 20, 1995

RE: **HAITI BALLOTS PROCUREMENT PROJECT IMPLEMENTATION PLAN**

CC: Anselme Remy, President, CEP
Dong Nguyen, Coordinator, UNEAU

Summary

Elections are now scheduled for June 25 and July 15, 1995. There are three specific outputs for the Haiti Training and Ballots project:

- 1) Candidate Data - Base
- 2) Ballots Printed, Packed and Shipped
- 3) Training of poll workers

We also propose having a five-member election assesment team to observe and evaluate both rounds of the election.

To accomplish these tasks, the following personnel is required:

- General:
- 1 Project Manager (Kevin Lineberger)
 - 1 Senior IFES Liaison (John Graham)
 - 1 Program Officer (Nadeau)
 - 1 Office Administrator (Deborah Roy/ part-time)

- 1 Administrative Assistant (full-time)
- 2 Drivers
- 1 Translator in Haiti (as required)
- 1 Translator in Exeter, California for CEP members
- 6 Security Agents (24H)

• *All funded by Haiti-Ballots*

Candidate Data-Base:

- 1 Programmer/ Network Specialist
- 15-30 Data-entry personnel
- 5-10 Proof Readers

Ballots: • 1 Procurement Advisor (Steve Connolly)

Assesment: • 3 People

Training: • 1 Poll Worker Training Advisor (Andree Lortie)
• 15 Core Trainers
• 1 Driver while Training Advisor is in country

• *UNDP will provide 15 core trainers and 400 trainers*

OBJECTIVES

Candidates Data-Base

- Have a complete list of candidates suitable for SP ready by the date of transfer
- Operate and communicate changes during the printing process
- Establish a record of all the information received by the CEP

Ballots

- Print all the ballots for the first and second round
- Deliver ballots in a timely fashion
- Pack ballots by precincts

Training

- Have trained poll workers on election-day procedures

PERSONNEL & SCOPES OF WORK

The current level of staffing is insufficient for the ballots project. The reason for this are: the extra-time required for any function in Haiti, the difficulties encountered w/ the CEP which forced IFES to relocate and open an office, the unexpected increase in the level of work (re: candidate d-base), and the need to for IFES to have a permanent presence in Haiti.

The tasks which have to be accomplished to meet the objectives can be divided in two: administrative and programming. The administrative tasks should not be separated between ballots and training. The Project Manager, Office Manager and Administrative Assistant will focus their attention on ballots but will also be active in support of the training program. The programming can be divided between D-Base, Ballots, Training. Note that the funds for training and ballots remain separate; no additional funding is requested for either program.

A- CURRENT STAFF

Currently we have the following in our budget/ planned:

- 1 Senior Program Officer - Christian Nadeau - D.C. based
- 1 Procurement Advisor - Steve Connolly - half-time - D.C. based
- 1 Procurement Assistant - Deborah Roy - half-time - Haiti based
- 1 Training Advisor - Andree Lortie - 240 hours - Haiti based
- 1 Driver - Placide Williams

And the following which were not budgeted (but covered for by the 20% line item diff.):

- 1 Network/ Program Expert - Charles B. Courrier - out Wednesday 19/04
- 1 Haitian Network / Program Expert - Jean Fitzgerald - out Friday 24/04
- 1 Translator/Driver - Donald

and from the Home Office:

- Roger Plath, for Computer Systems
- John Graham, Senior Advisor - The Americas
- Finance and Senior Management

B - STAFFING REQUIRED

The staff required to attain the objectives is described below. All staff, unless otherwise noted, is Haiti-based until the August 5 to assist with project close-out. Our 1990 experience demonstrated the need to remain in-country after the election to retrieve and dispose of all non-expandable commodities acquired.

GENERAL

Project Manager

The project manager will be responsible for implementing and coordinating all aspects of the project. S/he reports directly to the Senior Program Officer.

Specifically, the Project Manager will:

- Familiarize himself with the Foundation;
- Liaise with the CEP, UNEAU, AID and other organizations;
- Supervise contractors and personnel;
- Obtain all information requested by the CEP;
- Monitor all activities and information received by CEP, UN, and other participants of the electoral process;
- Implement the workplan (training, d-base, ballots);
- Manage Finances and finalize financial reports;
- Organize the payment of suppliers;
- Write Weekly, Evaluative & Final Reports to AID/IFES.

Senior IFES Liaison (John Graham)

The Senior IFES Liaison would represent IFES to the CEP, the UN, and the GOH and have oversight on the project. The Senior Liaison reports directly to Jeff Fischer, Chief of Staff. The Senior Liaison would be based in Washington, D.C. and travel as required to Haiti for up to four weeks.

Specifically, the Senior IFES Liaison will:

- Facilitate cooperative efforts with the CEP on the ballot procurement project through direct communication with and provision of assistance to the CEP President's office and/or his appointed representatives;

- Review IFES' activities in-country;
- Analyze the political developments in Haiti;
- Represent IFES' Executive Management to the CEP, the GOH and other organizations providing assistance to the electoral process.

Senior Program Officer

The Senior Program Officer reports directly to the Chief of Staff. The Program Officer will be responsible for project implementation and control, such as:

- Hiring & supervision of consultants;
- Approving expenses;
- Budgeting & planning;
- Coordinate activities between Port-au-Prince, Washington, D.C. and Exeter, California;
- Reporting to AID/Washington and AID/Port-au-Prince.

Office Administrator

The Office Administrator will be responsible for coordinating all office activities. Deborah Roy, Office Administrator, would report directly to the Project Manager.

Specifically, the Office Administrator will:

- Manage local hires: Security, Drivers, Translator, Administrative Assistant;
- Be responsible for maintaining the files and the inventory of materials;
- Maintain the daily office finances & prepare checks;
- Maintain petty cash;
- Provide travel & logistics arrangements.

The amount of work Deborah Roy can accomplish is limited by her availability which was agreed to from the start (5H/day). She was an excellent office manager in 1990 and could do the same in 1995 provided she has assistance to supplement her limited availability.

Administrative Assistant

The Administrative Assistant will provide secretarial assistance to the Project and Office Administrator. S/he will report to the Office Administrator.

Specifically, the Administrative Assistant will:

- Type, fax, file, copy documents as required;
- Assist in providing logistical and travel arrangements;
- Receive phone calls, take and deliver messages;
- Collect all relevant election documentation;
- Other duties, as assigned.

Driver

- Placide Williams (a non-english speaking person is often useful)
- Additional driver (can also act as a courier)
 - * there will be a lot of movement of materials to/from the CEP.

Translator

- As required.

Security

• Provided by a sub-contractor TBD, 24 hours / day. Although little can be done, I am concerned that the project/elections might be derailed should the computer system/files be destroyed at the IFES office.

• *Funded by Haiti-Ballots*

CANDIDATE DATA-BASE

The candidate data-base process has a technical and a data-entry personnel component. Both are essential to make it work. The level of data-entry personnel will vary according to the workflow. It will not be possible to identify immediately a project manager with sufficient experience to cover both project management and computer skills requirements.

Computer & Information Systems Manager

The Computer & Information Systems Manager has to be continuously on "stand-by" until no data transmission to SP is required (o/a June 10). The aim of having one "systems manager" on-site is to ensure the LAN is working, that the data-base program functions properly and that

communication lines with the U.S. are always opened. In addition, the person would manage the flow of documentation to/from the CEP. The Computer & Information Systems Manager reports to the Project Manager.

A local hire, Jean Fitzgerald/MSP, is currently being tested by C.B. Courrier and Roger Plath. An international consultant is budgeted for this position to ensure flexibility should Jean Fitzgerald prove inadequate.

Specifically, the Computer & Information Systems Manager will be responsible for:

Computer Systems

- Configuring any changes to the LAN network;
- Doing a daily back-up;
- Modifying the d-base program (foxpro) to fit the needs of the CEP/IFES/SP;
- Providing on-site support to resolve network difficulties;
- Providing on-site support & training to users;
- Modem communications and transfer of data (local and international);
- Generating activity / data reports.

Information Systems

- Designing a workflow for the candidates files;
- Supervising the filing of candidates files (IFES/CEP/SP);
- Signing-off on the reception/expedition of files from/to CEP.

Data-entry personnel

An estimated 15-30 people are required to input all the candidate names. These people would be hired by a sub-contractor but IFES would have a right of regard as to who is hired and maintained on the payroll. The sub-contractor would provide a team leader amongst the data-entry people. Productivity & accuracy are the two essential functions of this task.

8 data-entry people are already on board and being trained; no data is currently available from CEP. Data-Entry personnel would report to the sub-contractor; sub-contractor reports directly to the Project Manager.

Two shifts will be organized during the peak period if required (May 1-13). At the rate files are arriving (none as of 19/04), it is likely that this will occur.

Data entry personnel would receive a candidate file, input the data, scan if required, print the record for IFES and CEP, and pass the file to proof readers. The time required for this process is an average of 5 minutes/file.

Proof Readers

An estimated 5-10 proof readers will be required to verify the information encoded on the data-base and classify the files for transfer back to the CEP. One copy is kept for IFES and the original goes back to the CEP, awaiting for sign-off.

BALLOTS

As it pertains to the printing process, the main task is ensuring the printer has all the information required and is "on-line" with his production schedule. This task was the one originally designed for the Procurement Advisor. The current scope of work would receive limited revisions.

Procurement Advisor

The Procurement Advisor would be in Haiti, California and Washington, D.C. and act as the main liaison with SP. Steve Connolly would keep this function until June 30, 1995. After that date, the Project Manager would take over for the remaining period. The Procurement Advisor would report directly to the Project Manager. SC would provide extra-support w/ the D-Base for the key period of the week prior to the finalization of the candidate list.

Specifically, the Procurement Advisor would be responsible for:

- Ensuring the liaison between the printer and the CEP is at all times adequate;
- Ensuring the printer is on schedule, including time "on-site" within the plant;
- Acting as a liaison with the Project Manager/ CEP/ AID/ SP on the status of procurement and any changes in ballot designs which might occur;
- Assisting the printer, if required, for the timely transport of all the ballots to Haiti, until its delivery to the CEP;
- Assisting in the planning of the labelling and packing of the ballots with the CEP/SP;
- Travel as required to Haiti and other U.S. locations to meet local printers and with the electoral commission;
- Provide on-site support for the supervision of the data entry process as required;
- Deliver the Candidates Data-Base to SP.
- Other duties as assigned.

This is a tentative calendar for the Procurement Advisor which justify the extra 400 hours required:

April 17- April 22: Washington, D.C. (TBD depending on Project Manager availability)
- implementation plan, revise files, finalize contract SP, transfer to P.M.

April 24- April 30: Port-au-Prince
- meet w/ SP liaison, transfer project to P.M., ensure CEP information system & delivery, oversee transfer of data process, establish packing specs and data.

May 1- May 4: Exeter, California
- meet SP, visit plant, revise operations plan, test data transmission, prepare arrival of CEP officials, establish packing plan.

May 4 - May 9: Washington, D.C.
- Administrative matters, possible time off

May 9 - May 14: Port-au-Prince
- Support for data-entry process (supervise one shift, ensure data & paper flow, troubleshooting), liaison w/ SP representative in country, finalizing packing specs

May 15 - May 17: Exeter, California
- transfer of data to printer, supervise start of printing process, accompany CEP representatives.

May 20-May 26: out (Nadeau/ P.M. fill in)

May 27-May 30: Washington, D.C.

June 1 - June 10: Washington, Haiti or California, as required.

June 10- June 15: California
- final transfer of data (changes), supervision of printing & packing, liaison w/ CEP/ SP, supervision of ballot delivery plan, accompany air shipment to Haiti.

June 15-June 22: Port-au-Prince, Haiti
- delivery and reception of ballots

June 22-June 30: Washington, D.C.
- final debriefing, Round 1 Evaluation, reporting, and transfer of files

The Contract of Steve Connolly expires June 30, 1995; Steve Connolly has other engagements after that date. He will be replaced for the Second Round by the Project Manager.

TRAINING

Training Advisor

The original plan for training is still valid. Andree Lortie did an overall good job for the registrars/ BEC training and should be available for the second phase, poll worker training. She is currently working on a poll worker manual on a "pro bono" basis from Ottawa.

The administrative issues (travel arrangement, printing of pollworker manual, translator, illustrator, etc.) can be dealt with by the Project Manager and his team.

Andree Lortie would travel to Haiti for a period of 18 days for the period agreed with the CEP. It is expected that the Training Advisor will not be required in-country before the mid/late May. The scope of work would be the similar as for the registrars.

The Training advisor would be specifically responsible for the following:

- Develop training materials for the poll workers (polling kit and manual);
- Review of the Constitution, relevant electoral laws, and other codes and regulations, as well as laws governing political parties which might affect the operations of the BIVs;
- Examine and review with the CEP the role and duties of pollworkers in the context of the operation of a BIV;
- Develop a training course and manual for the pollworkers;
- Design and prepare the training session for core trainers.

Core Trainers

Core Trainers will have to be re-hired for a two-week period for the training of the pollworkers and trainers. There scope of work will be similar to the one for registration.

The UNDP should provide the additional 15 core trainers and 400 trainers in support of the operation.

Driver

When the Training Advisor is in country, s/he will require transportation and driver for that period.

This plan is FYI; all costs for training are born by the AID/DC/Core funding.

HOME OFFICE

Home Office expenses are revised to expand the time required by all parties involved. A justification can be made on the basis of the time already charged to the Home Office expenditures; it is already close/over the budgeted figures. This is explained by the increased scope of work and the difficulties encountered in implementing the program. For example, the Resource Center Staff has already worked over 120 hours to prepare in a record time the 15-computer network.

An extra computer for the home office has been added to the budget as Steve Connolly will be travelling most of the time until the expiration of his contract.

PROCUREMENT

Future procurement should be limited for the Haiti-B project; no extra computer need is expected. As to Haiti-T, the main procurement will be the printing of the pollworker manual and the preparation of the polling kit. The printing of the manual should be done in Haiti (there is one printer with who we might still work) although it may prove problematic. Miami-based printers will have to be identified as a contingency option.

ELECTION-DAY ASSESMENT AND OBSERVATION

IFES proposes to have a five-member delegation participate as technical observers of the electoral process. For example, IFES has conducted such small but focussed evaluations in Brazil, Colombia, and more recently in Peru and both the national election commissions and IFES have found it a valuable exercise. The main cost involved is providing the flight and accomodation to three extra people for a week on each round.

ATTACHMENT B

revised 19 April

BALLOT PROCUREMENT WORK PLAN

I. General

Following completion of the competitive bidding process and the award of the contract for ballot production the printer will begin initial set up at the same time that the data base management office (DBMO) is being established and put into operation in Port au Prince.

CEP will receive and review all candidate dossiers forwarding to the DBMO relevant information from the approved dossiers. This information must be accompanied by a photocopy of the original information for confirmation. Also, the DBMO will require two original photos for each approved candidate.

II. Ballot production

As described in paragraph I of the attached time line, activities included under the Ballot production heading include all related aspects beginning with the bid process (developing technical specifications and evaluation criteria in collaboration with CEP, UNEAU and USAID, assembling the vendor list, conducting the bid process, reviewing the bid submissions, award of the contract) to the actual printing (printer liaison, transmission of necessary data) and ending with the packaging, shipping and delivery to Port au Prince of the ballots for both round 1 and round 2.

III. Candidate data base

Responsibility for the generation of the candidate list, which is a precondition for ballot production, has been reassigned from the UNEAU to IFES.

Production of the candidate list requires computer hardware, software, scanning equipment, and an adequate number of data entry personnel to receive and in-put the data under severe time constraints.

Paragraph II. of the attached time line describes the elements of the data base management activity.

IV. Requirements

Accomplishing the activities described above and in the attached time line will require resources as described below:

1. Personnel

Project Manager
Procurement Adviser
Office Administrator
Administrative Assistant
Programmer
Driver
Translator
Security personnel
System support and supervisor
Data entry personnel (15-30)
Misc personnel (proof readers, collators, scanners- 10)

2. Materials

Server 1
Work stations 15
Network cards 15
Network cabling 1
Data base development 1
Scanners 2
Laser printer 2
UPS 15
UPS server 1
Photocopier 1
Polaroid camera 1
Tape backup 2
Misc office equipment (tables, chairs, file cabinets, etc)
Airconditioners 2
Generator 1
Misc office supplies

3. Office space throughout the period of the activity.

4. The following contracts will be necessary:

- a. ballot production and delivery
- b. office lease
- c. data in-put and control services: all data entry positions and the system support/supervisor position could be put under a subcontract with a local provider of such services
- d. security: USAID has suggested hiring the same company that provides security to the AID compound

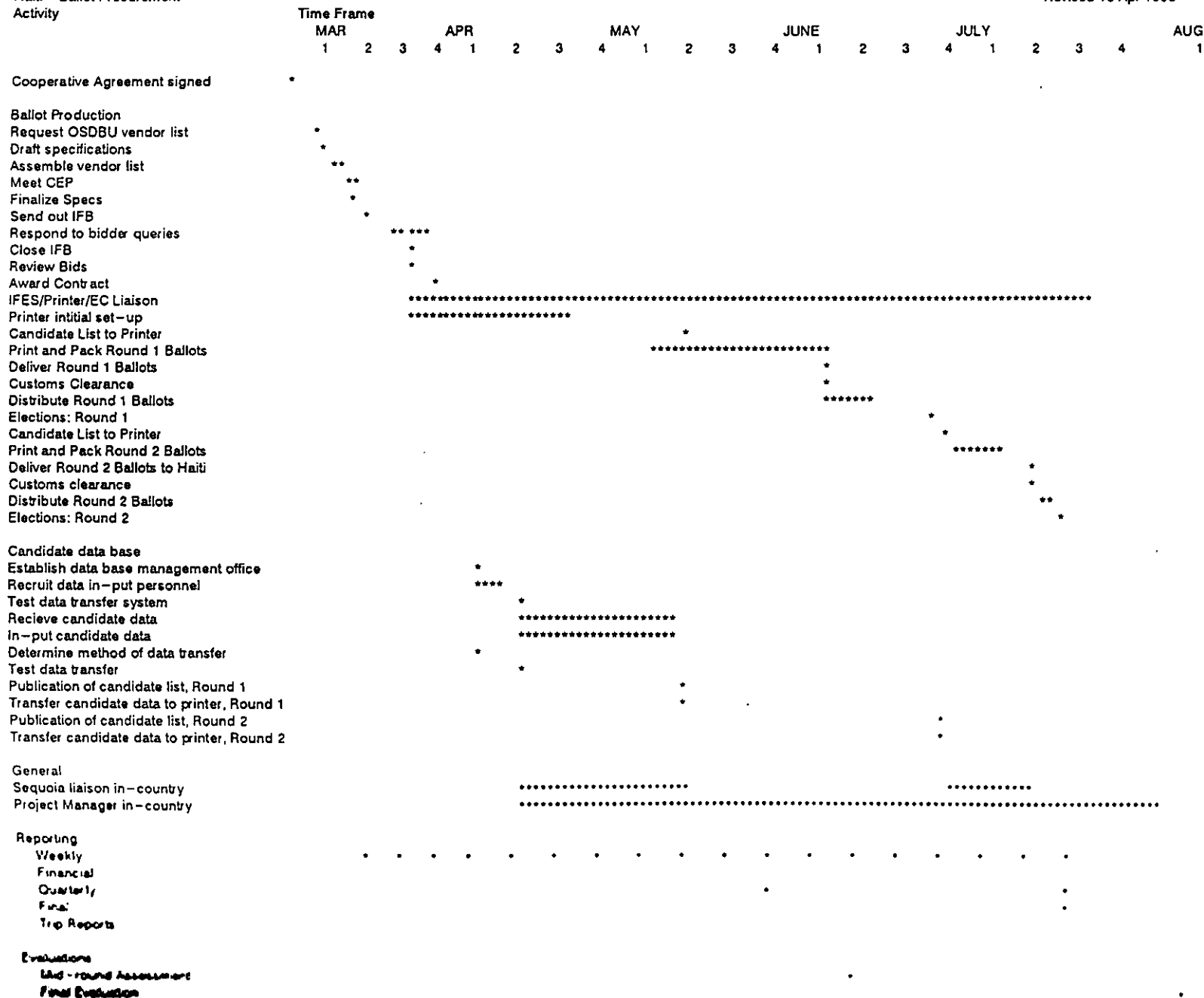
revised 19 Apr 1995

Haiti -- Ballot Procurement Activity	ACTION AGENT	TIME FRAME	COMMENT
Cooperative Agreement signed	USAID/IFES	3 Mar	
Ballot Production			
Request OSDBU vendor list	IFES	7 Mar	completed as scheduled
Draft specifications	IFES	3-7 Mar	completed as scheduled
Assemble vendor list	IFES	6-8 Mar	completed as scheduled
Meet CEP	IFES/CEP	7-10 Mar	completed as scheduled
Finalize Specs	IFES/CEP/UN/USAID	10 Mar	completed as scheduled
Send out IFB	IFES	16 Mar	completed as scheduled
Respond to bidder queries	IFES	16-23 Mar	completed as scheduled
Close IFB	IFES	23 Mar	completed as scheduled
Review Bids	IFES/CEP/UN/USAID	24-27 Mar	review process completed 31 Mar
Award Contract	IFES	27 Mar	contract awarded 31 Mar
IFES/Printer/EC Liaison	IFES/CEP/SP	27 Mar-25 June	on-going
Printer initial set-up	SP	31 Mar-13 May	on-going
Candidate List to Printer	CEP/IFES	13 May	according to new Electoral calendar
Print and Pack Round 1 Ballots	SP	14 May-14 June	packing scheme modified 5 April
Deliver Round 1 Ballots	SP	15 June	according to new Electoral calendar
Customs Clearance	CEP	15 June	according to new Electoral calendar
Distribute Round 1 Ballots	CEP	15-24 June	according to new Electoral calendar
Elections: Round 1	CEP	25 June	according to new Electoral calendar
Candidate List to Printer	CEP/IFES	30 June	CEP must determine
Print and Pack Round 2 Ballots	SP	28 June-10 July	
Deliver Round 2 Ballots to Haiti	SP	10 July	
Customs clearance	CEP	11 July	
Distribute Round 2 Ballots	CEP	12-15 July	
Elections: Round 2	CEP	16 July	according to new Electoral calendar
Candidate data base			
Establish data base management office	IFES	8 April	office located, equipment installed; lease being reviewed
Recruit data in-put personnel	IFES	8-17 April	8 candidates selected and hired; additional candidates required
Recieve candidate data	CEP/IFES	19 Apr-13 May	
In-put candidate data	IFES	19 Apr-13 May	
Determine method of data transfer	IFES/USAID	11 April	use of USAID satellite telephone authorized
Test data transfer	IFES/USAID	19 April	
Publication of candidate list, Round 1	CEP	13 May	according to new Electoral calendar
Transfer candidate data to printer, Round 1	IFES/CEP	13 May	according to new Electoral calendar
Publication of candidate list, Round 2	CEP	28 June	estimated date (CEP concurrence required)
Transfer candidate data to printer, Round 2	IFES/CEP	28 June	contingent on CEP publication of list
General			
Sequoia liaison in-country	SP/IFES	17 Apr-12 July	arrived as scheduled
Project Manager in-country	IFES	24 Apr-7 Aug	candidate identified
Reporting			
Workplan	IFES		w/i 60 days of signing of Cooperative Agreement
Weekly	IFES	weekly	activity summary to Project Officer
Financial	IFES	Quarterly	
Quarterly	IFES	Quarterly	
Trip Reports	IFES	as required	w/i 30 days of completion of travel

Evaluations

Haiti - Ballot Procurement
Activity

Revised 19 Apr 1995



MAY

JUNE

JULY

AUG

Attachment C.

Electoral Calendars

CALENDRIER ELECTORAL

1995

Version révisée

10 avril 1995



26 mars - 30 avril	Inscription des électeurs
30 mars - 22 avril	Dépôt et déclaration de candidature
31 mars - 25 avril	Contestation de candidatures
1er avril - 12 mai	Etudes des dossiers de candidatures
13 mai	Publication officiel de la liste des candidats agréés par le CEP
13 mai	Overture officielle de la campagne électorale
14 mai - 14 juin	Production et livraison des bulletins
15 juin - 24 juin	Distribution du matériel de vote
23 juin	Fermeture de la campagne électorale
25 juin	Premier tour des élections
23 juillet	Deuxième tour des élections

PAP, 25/3/95

eh/CEP

Rue Oscar No. 9, Pacot, Port-au-Prince, Haïti

Tél.: 45-1037, 45-1527, 45-1687, 45-5689 • Fax: 45-5018



Conseil Electoral Provisoire

ELECTIONS PRESIDENTIELLES

CALENDRIER ELECTORAL

6 novembre 1995

8 novembre Début de la période de déclaration de candidature (art.74) /
Début de la période de recevabilité des contestations (art.80)

15 novembre Clôture des dépôts de candidatures (art.74)/
Publication/affichage de la liste des candidats (art.75)/
Début de la période d'examen des contestations (art.80-1)

18 novembre Fin de la période de recevabilité des contestations (art.80)

19 novembre Début de la période d'inscription sur les listes électorales/
Fin de la période d'examen des contestations (art.80-1)/
Publication de la liste définitive des candidats

20 novembre Ouverture de la campagne électorale

11 décembre Fin de la période d'inscription sur les listes électorales

15 décembre Clôture de la campagne électorale (art.99-1)
minuit

17 décembre Premier tour

27 décembre Annonce des résultats du premier tour

27-31 décembre Contestation des résultats

1er janvier 1996 Publication de la liste des candidats /
Ouverture de la campagne électorale

19 janvier Clôture de la campagne électorale (art.99-1)
minuit



Conseil Electoral Provisoire

21 janvier

Deuxième tour

31 janvier

Annonce des résultats du deuxième tour

1-3 février

Contestation des résultats

4 février 1996

Promulgation des résultats définitifs

Attachment D.
Terms of Reference

Date: 23 October 1995

To : Sue Nelson, Project Manager, USAID/H

From: Stephen H. Connolly, Procurement Adviser/IFES

Subj: Ballot Procurement Final Evaluation and Impact Assessment:
proposed terms of reference

Cooperative Agreement 521-0254-A-00-5019-00, as amended 29 Sept 1995, provides for a final evaluation and impact assessment to be undertaken within three weeks of Round 1 of the presidential elections.

As required by the Agreement, IFES hereby submits for USAID review and approval the scope of work and terms of reference for the final evaluation and impact assessment. These proposed terms of reference supersede the proposal dated 27 September 1995 and include activities and terms added to the Agreement by Amendments 1 through 5.

Terms of Reference

I. Final Evaluation

The final evaluation will focus on the achievement of all Outputs as listed in the Program Description, Agreement Outputs and subsequent Amendments.

These are:

A. Outputs for Ballot Printing component:

1. All ballots for the 1995 municipal and legislative elections composed and printed.
2. All ballots properly packed and labeled according to region and BIV.
3. All ballots shipped to and received in Haiti according to the timetable agreed to by the CEP and the UNEAU.
4. All ballots required for a second round composed and printed;
5. All ballots required for a second round properly packed and labeled according to region and BIV.
6. All ballots required for a second round shipped to and received in Haiti according to the timetable agreed to by the CEP and the UNEAU.

7. One part-time staff person worked with the UNEAU and the CEP to coordinate ballot procurement, composition and delivery.

8. All ballots for the 1995 presidential elections were composed and printed.

9. All ballots for the 1995 presidential elections were shipped to and received in Haiti according to the timetable agreed to by the CEP and UN.

10. All ballots for a second round of presidential elections composed and printed.

11. All ballots required for a second round of presidential elections shipped to and received in Haiti according to the timetable agreed to by the CEP and UN.

B. In addition to a determination of the end of project status of each scheduled Output the evaluation will make

1. a comparison of activities undertaken versus those planned;
2. an analysis of the procurement and delivery system used.

II. Impact Assessment

A. According to the Cooperative Agreement, the Impact Assessment will analyze the effect on the CEP of the IFES directed procurement process by determining the following:

1. the extent to which IFES's assistance resulted in better ballot design and development of ballot specifications;
2. the extent to which IFES's assistance resulted in an improvement in CEP knowledge and skills in basic design and procurement;
3. the extent to which the CEP will be able to procure its own ballots for the next round of legislative and presidential elections.

In view of significant amendments to the Program Description it is suggested that a fourth category be added to review impacts outside the realm of the procurement process:

4. the extent to which alterations in the Program Description resulted in the transfer of skills which will be useful in future legislative and presidential elections.

Methodology

1. The Final Evaluation and Impact Assessment will be presented as one report.
2. Procurement Adviser Connolly will draft the report.

legislative and presidential elections.

Methodology

1. The Final Evaluation and Impact Assessment will be presented as one report.
2. Procurement Adviser Connolly will draft the report.
3. Mr. Connolly will gather in-put from involved personnel during the course of travel to Haiti to assist with the reception of round 1 presidential election ballots. The report will be drafted at USG/W headquarters.

Please indicate your approval of the proposed terms of reference and methodology by signing below.

Approved

Sue Nelson
Sue Nelson
Project Manager, USAID/H
in concurrence C. Hanning

Date

Jan 11, 1996

Attachment E.

Receipts for Ballot Deliveries



MEMORANDUM

A: L'Honorable Anselme Rémy
Président du CEP

DE: Linda Trudel
IFES/Haiti

DATE: Le 19 juin 1995

OBJET: Réception des bulletins de vote à Port-au-Prince

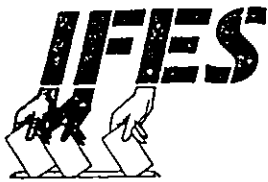
J'ai l'honneur de confirmer la réception des bulletins de vote à Port-au-Prince les 17 et 18 juin 1995. Le total des palettes contenant des bulletins de vote est de 203. Le manifeste des bulletins a été remis à Madame Manigat le 18 juin 1995.

Il est entendu que d'autres palettes de bulletins arriveront au cours de la semaine prochaine.

Cette note confirme la réception par le CEP des 203 palettes de bulletins de vote.

**Représentant Officiel
du Conseil Electoral Provisoire**

CONSEIL D'ADMINISTRATION		Barbara Boggs	Maureen A. Kindel	William R. Sweeney, Jr.	Randal C. Teague Conseil
Charles T. Manatt Président	Patricia Hutar Secrétaire	Frank J. Fahrenkopf Jr.	Jean-Pierre Kingsley	Leon J. Weil	
David R. Jones Vice-Président	Joseph Napolitan Trésorier	Judy Fernald	Peter McPherson	DIRECTEURS EMERITES James M. Cannon Richard M. Scammon	Richard W. Soudriette Directeur
		Victor Kember	Sonia Picado S.		



Fondation Internationale Pour Les Systèmes Electoraux

5, rue Maurice Latorue Musseau Port-au-Prince, Haïti

Tél: (509) 46-0906 / 49-2404

Fax: (509) 46-0810

MEMORANDUM

A: Pierre-Michel Sajous
Président du CEP

DE: Linda Trudel
IFES/Haiti

DATE: Le 9 décembre 1995

OBJET: Réception des bulletins de vote à Port-au-Prince
Elections présidentielles 1995

J'ai l'honneur de confirmer la réception, le 9 décembre 1995 à Port-au-Prince, des bulletins de vote pour les élections présidentielles de 1995. Le nombre de palettes reçues est de 48 pour un total de 70 tel qu'entendu.

Cette note confirme la réception par le CEP de 48 palettes de bulletins de vote.

Marie Bernadette B.
Représentant Officiel
du Conseil Electoral Provisoire

1 copie/CEP
1 copie/IFES

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

CONSEIL D'ADMINISTRATION

Barbara Boggs

Maureen A. Kindel

William R. Sweeney, Jr.

Randal C. Teague
Conseil

Charles T. Manatt
Président

Patricia Hutar
Secrétaire

Frank J. Fahrenkopf Jr.

Jean-Pierre Kingsley

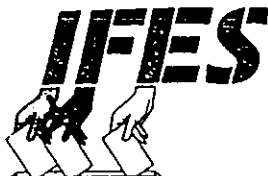
Leon J. Weil

Judy Fernald

Peter McPherson

DIRECTEUR DES OPERATIONS

Plus d'informations



Fondation Internationale Pour Les Systèmes Electoraux

5, rue Maurice Latortue Musseau Port-au-Prince, Haiti

Tél: (509) 46-0906 / 49-2404

Fax: (509) 46-0810

MEMORANDUM

A: Pierre-Michel Sajous
Président du CEP

DE: Linda Trudel
IFES/Haiti

DATE: Le 8 décembre 1995

OBJET: Réception des bulletins de vote à Port-au-Prince
Elections présidentielles 1995

J'ai l'honneur de confirmer la réception, le 8 décembre 1995 à Port-au-Prince, des bulletins de vote pour les élections présidentielles de 1995. Le nombre de palettes reçues est de 22 sur un total de 70.

Cette note confirme la réception par le CEP de 22 palettes de bulletins de vote. Quarante-huit (48) palettes seront livrées le 9 décembre prochain.

Marie H. B.

Représentant Officiel
du Conseil Electoral Provisoire

1 copie/CEP
1 copie/IFES

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DIRECTEURS EMÉRITES

Richard W. Soudriette



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MEMORANDUM

A: Pierre Michel Sajous
Président du CEP

DE: Steve Connolly
IFES/Haiti

DATE: Le 2 octobre 1995

OBJET: Réception des bulletins de vote à Port-au-Prince
Elections du 8 octobre 1995

J'ai l'honneur de confirmer la livraison des bulletins de vote à Port-au-Prince, ce 2e jour d'octobre 1995. Le total des palettes contenant des bulletins de vote est de 4.

Cette note confirme la réception par le CEP des 4 palettes de bulletins de vote.

Marie-Thérèse Bourgeois
Représentant Officiel
du Conseil Electoral Provisoire

1 copie/CEP
1 copie/IFES

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		Victor Kamber	Sonia Picado S.		



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MEMORANDUM

A: Pierre-Michel Sajous
Président du CEP

DE: Linda Trudel
IFES/Haiti

DATE: Le 1er aout 1995

OBJET: Réception des bulletins de vote à Port-au-Prince
Elections partielles d'aout 1995

J'ai l'honneur de confirmer la réception, le 1er aout 1995 à Port-au-Prince, des bulletins de vote pour les élections partielles d'aout 1995. Le total des palettes contenant des bulletins de vote est de 33. Ces palettes sont numérotées de 3 à 35 inclusivement.

Cette note confirme la réception par le CEP des 33 palettes de bulletins de vote.

René Aubry, Jr. 01/08/95
R.N.
Représentant Officiel
du Conseil Electoral Provisoire

1 copie/CEP
1 copie/IFES

CONSEIL D'ADMINISTRATION		Barbara Boggs	Maureen A. Kindel	William R. Sweeney, Jr.	Randal C. Teague Conseil
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		Victor Kamber	Sonia Picado S.		

HAITI: MAKEUP ELECTION 8/95					
CHOPPER-STOP	PALLET NUMBER	COMMUNE	GEOGR CODE	BAL. TYPE	NO. of CARTONS
	1	THERE IS NO PALLET NO. 1			
	2	THERE IS NO PALLET NO. 2			
/	3	PORT MARGOT	M352	11	49
/	3	PERCHES	M413	14	11
	3	PORT AU PRINCE	M118	3	98
/	4	PORT AU PRINCE	M118	3	150
/	5	PORT AU PRINCE	M118	3	150
/	6	PORT AU PRINCE	M118	3	150
/	7	DESDUNES (SEE ALSO PALLET-27)	M544	19	2
	7	CARREFOUR	M113	4	49
/	8	CARREFOUR	M113	4	49
/	9	CARREFOUR	M113	4	49

This # on label a well as CEP list

					CTNS
/	/ (10)	CARREFOUR	M113	4	49
/	/ (11)	CARREFOUR	M113	4	49
/	/ (12)	CARREFOUR	M113	4	49
/	✓ (13)	CARREFOUR	M113	4	49
/	/ (14)	CARREFOUR	M113	4	49
/	✓ 15	CARREFOUR	M113	4	27
/	/ 15	KENSCOFF	M115	5	22
/	/ 16	KENSCOFF	M115	5	34
/	/ 16	CROIX DE BOUQUETS	M131	6	15
/	✓ (17)	CROIX DE BOUQUETS	M131	6	49
/	/ (18)	CROIX DE BOUQUETS	M131	6	49
/	✓ (19)	CROIX DE BOUQUETS	M131	6	49
/	✓ 20	CROIX DE BOUQUETS	M131	6	34

2

CTNS. (3)

✓	20	ST. RAPHAEL	M341	8	15
✓	21	ST. RAPHAEL	M341	8	48
✓	21	DONDON	M342	9	1
✓	22	DONDON	M342	9	44
✓	22	BORGNE	M351	10	5
✓	23	BORGNE	M351	10	49
✓	24	BORGNE	M351	10	30
✓	24	LIMBE	M361	12	19
✓	25	LIMBE	M361	12	49
✓	26	LIMBE	M361	12	1
✓	26	BAS LIMBE	M362	13	24
✓	26	STE. SUZANNE	M432	15	24
✓	27	STE. SUZANNE	M432	15	5
✓	27	ENNERY-CENTREVILLE	M513	16	4
✓	27	DESDUNES (SEE ALSO PALLET-7)	M544	19	40
STOP-1 ✓	28	LA CHAPELLE	M533	17	32

START
HELO.
LOADS

CTNS.

4

STOP-2 ✓	28	GRANDE SALINE	M543	18	17
STOP-2 ✓	29	GRANDE SALINE	M543	18	22
STOP-3 ✓	29	BASSIN BLEU	M913	22	27
STOP-3 ✓	30	BASSIN BLEU	M913	22	16
STOP-4 ✓	30	JEAN RABEL	M934	23	33
STOP-4 ✓	31	JEAN RABEL	M934	23	49
STOP-4 ✓	32	JEAN RABEL	M934	23	49
STOP-4 ✓	33	JEAN RABEL	M934	23	1
STOP-5 ✓	33	BELLE ANSE	M231	7	48
STOP-6 ✓	34	COUTEAUX	M741	20	24
STOP-7 ✓	34	BARADERES	M852	21	25
STOP-7 ✓	35	BARADERES	M852	21	36

Attachment F.

Misc Ballot Shipment Documentation

Ballot shipments were accompanied by various documents designed to facilitate the confirmation of the delivery, the consolidation of the shipment for delivery to the BV and the delivery itself. This documentation consisted of the following:

- a general description of the shipment, bindery and shipping instructions
- a summary of production giving ballot type and quantity per ballot type
- sample pallet and box labels
- a pallet report for both surface and air deliveries providing the pallet number, the ballot type, and the number of boxes on the pallet
- an overall packing report giving ballot type, geographical information, the number of pallets, the pallet numbers, quantity and production codes
- sample ballots

The volume of the report was related to the volume of the shipment. For example, documentation accompanying the presidential election ballots comprised approximately 225 pages. For the purpose of demonstration, a sampling of these documents is attached.

IFES (Karen Seiger) 1101-15th ST NW, 3RD FLOOR, WASHINGTON DC 20005; (202) 828-8507; FAX (202) 452-0804.

APPROX VR: 4,200 M

Presidential Round-1: Dec. 17, 1995

SPECIFICATIONS:

JOB NUMBER

BALLOTS: PAPER BALLOTS : President 4.3MM, 11 x 17".....

68795

4C/Blue-stripe backer. 10,249 precincts ("BV's").

Plus 3 Repeat-Runoff Deputy ballots, 167M: 5½ x 8½"

4C face/ Yellow stripes back; candidate photos; 4 changes.

All ballots wrap in 420's & box for precincts by communal section.

A ballot type indicates a collection of polling places in a communal section.

Must use labels AND special-order boxes: wax-infused, heavy-duty corrugated, 2-pc. telescoping. Band each box securely. Ballot type/contents label goes on top of each box. Where deputy ballots are required, they are to be in a separate box with a separate label. The two boxes for each polling place are to be banded together. Pallet listings provide for these 300+ two-box precincts (number of boxes is two per polling place).

PACKAGING DETAIL:

1. Shrinkwrap stacked ballots in 420's. No label inside shrinkwrap. No backer in package.
2. Use "Summary Packing Guide" for wrapping and staging. This Guide shows how many packages/boxes per ballot type. Summary Packing Guide "Quantity" equals number of polling places. EVERY polling place gets one package of "PREZIDAN" ballots -- one package in one 2-pc. box. A small number of polling places get also a box containing a package of Deputy ballots -- the box-top for deputy ballots has orange-sprayed corners!
3. On top of each box, affix one **PACKAGE LABEL**. Notice that the labels for presidential ballots show ALL district codes on the right edge. The labels for the DEPUTY ballots ONLY show the deputy ballot plate code along the right side.
The package label identifies the ballot type number, the count and number of boxes needed for that ballot type, and the geographic place names for where the box will be delivered.
4. Refer to Packing Guide for where a box of deputy ballots is to be banded together with a box of presidential ballots. The pallet-lists provide for these double-boxes -- the quantities on the pallet contents list will be twice what the Summary Packing Guide says.
5. There are two ways we separate boxed ballots as they are put onto pallets, 7-per-layer: Separate "Air" delivery boxes from surface delivery boxes; within the surface delivery pallets (about 85% of the total), we separate by department (senate district).
6. Pallet-contents-lists tell you what to put on each pallet, and can serve as Packing Lists. PINK paper for surface (shows the department name); YELLOW-GREEN paper for chopper deliveries (shows the Chopper Route designation).

Pallet Building

All the signage and labeling for AIR/CHOPPER pallets is **yellow-green** in color.
Everything identifying SURFACE delivery pallets is **pink** in color.

BINDERY:

1. Pack one 420-pack of ballots per box.
2. Glue package label onto box top, centered.
3. CHOPPER boxes: If Packing Guide shows a "CR" number, put a matching bright-lime "CR" sticker on the box top, close to the white packing label. (Surface boxes get no extra sticker.)
4. Put on two parallel straps to close each box.
5. Bring together boxed-presidential with boxed-deputy (boxes with orange corners), for ballot types indicated on Packing Guide. STRAP the two together as one stack.
6. Place boxes onto pallets as listed on pallet "packing list." IF a ballot type includes deputy ballots, then the color-coded pallet contents list shows actual box count -- so the qties. will be double what you see on the Summary Packing Guide.
7. CHOPPER pallet lists are YELLOW-GREEN paper. SURFACE delivery pallet lists are PINK.

SHIPPERS:

1. Wrap each pallet with waterproof paper. Put on corners and topper. Glue two of the four PALLET NUMBER labels onto the paper wrap, so that they will be inside the film wrap.
2. Put blue-sheet DO NOT BREAK FILM WRAP signs inside the film wrap of each pallet.
3. Secure each pallet with film-wrap and steel bands.
4. Put a self-adhesive plastic envelope onto the front of each pallet.
Put into the ep.: (a) One ship-to label w/addressing out; and (b) The colored-sheet pallet contents list, folded with copy out but put (ultimately) behind the ship-to label.
5. PUT also onto the front of the pallet, the specific label telling, by pallet number, the geographic department name and number, 8.5 x 11" and either a 4.25 x 11" bright lime Chopper Route sign, or a small pink Deliver Surface sticker, as applicable.
6. Put on other sides, the two remaining pallet number labels, 4.25 x 11".
7. Remember, all the signage and labeling for AIR/CHOPPER pallets is **yellow-green** in color. Everything identifying SURFACE delivery pallets is **pink** in color.

Shipping ...

WE SHIP from Exeter:
NLT Thurs. 12/7/95
by truck to
ACSI in Bay Area

We must provide
complete, accurate
and very current
shipment-status info.
to IFES/Haiti reps.

FILM-WRAPPED, LABELED SKIDS:
SHIP to:

IFES/HAITI c/o C.E.P.
CONSEIL ELECTORAL PROVISOIRE
RUE OSCAR NO. 9 - PACOT
PORT AU PRINCE HAITI

PH: (509) 45-15-27 or
(509) 23-08-41

CEP (Conseil Electoral Provisoire) is Haiti gov't. election authority.

Info.date: Dec. 2, 1995 pa

Haiti - Summary Packing Guide

11/29/95

IFES/HAITI: 68795

PRESIDENTIAL ROUND-1

Region	BT	Senate	Deputy	Magistrate	Casac	Quantity
111-90	001	S1	D001	M111	C111-90	472
111-01	002	S1	D003	M117	C111-01	156
111-04	003	S1	D003	M117	C111-04	151
111-05	004	S1	D003	M117	C111-05	62
111-02	005	S1	D004	M118	C111-02	64
111-03	006	S1	D004	M118	C111-03	335
111-06	007	S1	D004	M118	C111-06	144
114-01	008	S1	D005	M114	C114-01	16
114-02	009	S1	D005	M114	C114-02	16
114-03	010	S1	D005	M114	C114-03	26
114-04	011	S1	D005	M114	C114-04	9
114-05	012	S1	D005	M114	C114-05	37
114-80	013	S1	D005	M114	C114-80	3
114-90	014	S1	D005	M114	C114-90	113
115-01	015	S1	D005	M115	C115-01	10
115-02	016	S1	D005	M115	C115-02	10
115-03	017	S1	D005	M115	C115-03	13
115-04	018	S1	D005	M115	C115-04	6
115-05	019	S1	D005	M115	C115-05	10
115-90	020	S1	D005	M115	C115-90	7
113-01	021	S1	D006	M113	C113-01	34
113-02	022	S1	D006	M113	C113-02	55
113-03	023	S1	D006	M113	C113-03	94
113-04	024	S1	D006	M113	C113-04	4
113-05	025	S1	D006	M113	C113-05	5
113-06	026	S1	D006	M113	C113-06	6
113-07	027	S1	D006	M113	C113-07	6
113-08	028	S1	D006	M113	C113-08	9
113-09	029	S1	D006	M113	C113-09	5
113-10	030	S1	D006	M113	C113-10	4
113-11	031	S1	D006	M113	C113-11	9
113-12	032	S1	D006	M113	C113-12	4
113-13	033	S1	D006	M113	C113-13	4
113-90	034	S1	D006	M113	C113-90	181
116-01	035	S1	D006	M116	C116-01	10
116-02	036	S1	D006	M116	C116-02	10
116-03	037	S1	D006	M116	C116-03	13
116-90	038	S1	D006	M116	C116-90	6
112-01	039	S1	D007	M112	C112-01	117
112-02	040	S1	D007	M112	C112-02	20
112-03	041	S1	D007	M112	C112-03	36
112-04	042	S1	D007	M112	C112-04	12
112-05	043	S1	D007	M112	C112-05	72
112-90	044	S1	D007	M112	C112-90	176
131-01	045	S1	D009	M131	C131-01	27
131-02	046	S1	D009	M131	C131-02	27
131-03	047	S1	D009	M131	C131-03	28
131-04	048	S1	D009	M131	C131-04	17
131-05	049	S1	D009	M131	C131-05	23
131-06	050	S1	D009	M131	C131-06	11
131-07	051	S1	D009	M131	C131-07	13
131-08	052	S1	D009	M131	C131-08	11
131-09	053	S1	D009	M131	C131-09	6
131-10	054	S1	D009	M131	C131-10	16
131-90	055	S1	D009	M131	C131-90	19
132-01	056	S1	D009	M132	C132-01	13
132-02	057	S1	D009	M132	C132-02	15
132-03	058	S1	D009	M132	C132-03	9
132-04	059	S1	D009	M132	C132-04	6
132-90	060	S1	D009	M132	C132-90	9
133-01	061	S1	D010	M133	C133-01	13
133-02	062	S1	D010	M133	C133-02	19
133-03	063	S1	D010	M133	C133-03	12
133-04	064	S1	D010	M133	C133-04	12
133-05	065	S1	D010	M133	C133-05	15
133-80	066	S1	D010	M133	C133-80	12
133-90	067	S1	D010	M133	C133-90	4
135-01	068	S1	D010	M135	C135-01	37
135-90	069	S1	D010	M135	C135-90	5
141-01	070	S1	D011	M141	C141-01	55
141-02	071	S1	D011	M141	C141-02	14

USE
Box LABELS
&
PALLET-
LISTS

NOTE "CR.-" means Chopper Route No. - Stop No.

CR2-1
CR2-1

Deliver Surface Deliver Surface Deliver Surface

Deliver Surface Deliver Surface Deliver Surface

Deliver Surface Deliver Surface Deliver Surface

Deliver Surface Deliver Surface Deliver Surface

Deliver Surface Deliver Surface Deliver Surface

Deliver Surface Deliver Surface Deliver Surface

Deliver Surface Deliver Surface Deliver Surface

Deliver Surface Deliver Surface Deliver Surface

Deliver Surface Deliver Surface Deliver Surface

Deliver Surface Deliver Surface Deliver Surface

VERY BRIGHT PINK, SMALL "Surface"
STICKERS - ON PALLETS, NOT ON BOXES.

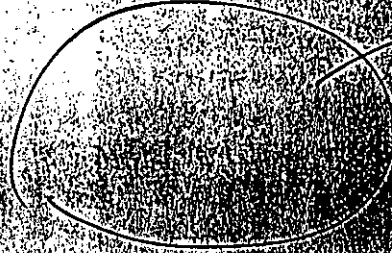
PALLET No. 22

Pallet-Number Labels - For SURFACE = PINK

PALLET No. 22

PLATE-FORME

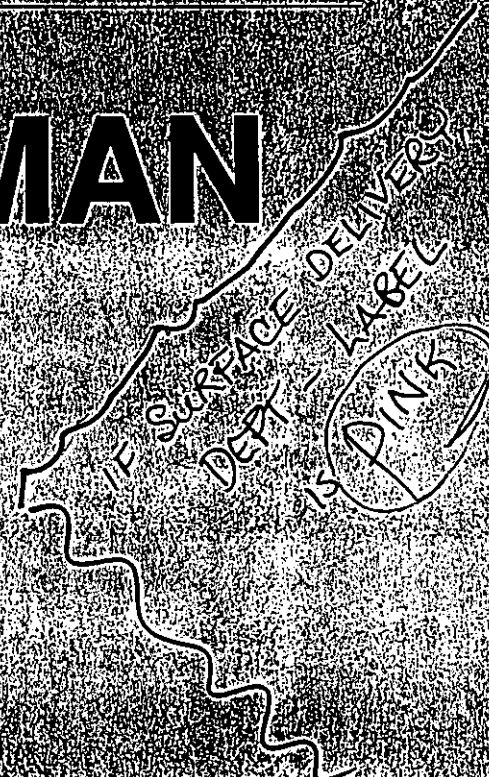
N°



pallet
number
goes
here

DEPATMAN

1



WHAT THIS TELLS YOU
ARE ON EACH SKID
REGION'S BALLOTS

LWES
(QUEST)

11/30/95

PALLET REPORT (BY PALLETS)

Page 1

SURFACE

Pallet	BT	Box Quantity
1	001	168
2	001	168
3	001	136
	002	32
4	002	124
	003	44
5	003	107
	004	64
6	004	1
	005	64
	006	103
7	006	168
8	006	64
	007	104
9	007	40
	008	16
	009	16
	010	26
	011	9
	012	37
	013	3
	014	21
10	014	92
	015	10
	016	10
	017	13
	018	6
	019	10
	020	7
	021	20
11	021	14
	022	55
	023	94
	024	4
	025	1
12	025	4
	026	5
	027	6
	028	9
	029	5

★
IF A BAL TYPE
GETS DEPUTY
BALLOTS, THEN
THESE CITIES
INCLUDE 2
BOXES PER BV.

HAITI: PRESIDENTIAL ROUND-1: JOB No 68795

Surface Delivery Pallets

LISTED IN ORDER BY PALLET NUMBER

SUR

(1)

ELEKSYON 17-DES-95

PALLET # 11

DEPATMAN LWES

<u>Type</u>	<u>Komin</u>	<u>Boîtes</u>		
021	113 KAFOU	14	[]
022	113 KAFOU	55	[]
023	113 KAFOU	94	[]
024	113 KAFOU	4	[]
025	113 KAFOU	1	[]
		<hr/> 168		

ELEKSYON 17-DES-95

PALLET # 57

CR 2

Type

Komin

Boîtes

068	135	FONVERET	37	[]
069	135	FONVERET	5	[]
174	222	KOT DEFE	5	[]
181	231	BELANS	7	[]
182	231	BELANS	10	[]
183	231	BELANS	3	[]
184	231	BELANS	7	[]
185	231	BELANS	6	[]
186	231	BELANS	4	[]
187	231	BELANS	6	[]
188	231	BELANS	5	[]
189	232	GRAN GOZYE	20	[]
190	232	GRAN GOZYE	2	[]
191	233	TYOT	9	[]
192	233	TYOT	13	[]
193	233	TYOT	6	[]
194	234	ANSAPIT	5	[]
195	234	ANSAPIT	9	[]
196	234	ANSAPIT	3	[]
197	234	ANSAPIT	6	[]

168

SAMPLE

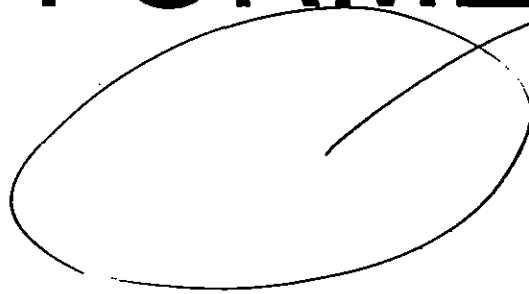
PALLET No. 57

Pallet- Number Labels - For AIR = Lime ^{yellow-}green

PALLET No. 57

PLATE-FORME

N^o



Pallet
No.
appears
here

DEPATMAN

2

WHAT THIS TELLS YOU
ARE REGION'S BALLOTS
ON EACH SKID.

IF AIR/CHOPPER
DELIVERY, THIS
DEPT.- LABEL IS
YELLOW-GREEN

SIDES
(SUD EST)

11/30/95

Packing Report

Page 65

BT	Location	Code
385	DEPATMAN LATIBONIT 2EM TENEV / ANS WOUJ ANSWOUJ 2EM SEKSYON KOMINAL SOUS CHOD	S5 D095 M523 C523-02
	1 Pallet(s), numbered 38	Boxes: 17
386	DEPATMAN LATIBONIT 2EM TENEV / ANS WOUJ ANSWOUJ VIL ANSWOUJ	S5 D095 M523 C523-90
	1 Pallet(s), numbered 38	Boxes: 10
387	DEPATMAN LATIBONIT 1E SEN MICHEL LATALAY / MAMELAD SEN MICHEL LATALAY 1E SEKSYON KOMINAL PLATANA	S5 D096 M551 C551-01
	1 Pallet(s), numbered 60 *** AIR DELIVERY: CHOPPER 3-6 ***	Boxes: 14
388	DEPATMAN LATIBONIT 1E SEN MICHEL LATALAY / MAMELAD SEN MICHEL LATALAY 2EM SEKSYON KOMINAL KAMAT	S5 D096 M551 C551-02
	1 Pallet(s), numbered 60 *** AIR DELIVERY: CHOPPER 3-6 ***	Boxes: 14
389	DEPATMAN LATIBONIT 1E SEN MICHEL LATALAY / MAMELAD SEN MICHEL LATALAY 3EM SEKSYON KOMINAL ANBA SOLT	S5 D096 M551 C551-03
	1 Pallet(s), numbered 60 *** AIR DELIVERY: CHOPPER 3-6 ***	Boxes: 15
390	DEPATMAN LATIBONIT 1E SEN MICHEL LATALAY / MAMELAD SEN MICHEL LATALAY 4EM SEKSYON KOMINAL LALOMAS	S5 D096 M551 C551-04
	2 Pallet(s), numbered 60,61 *** AIR DELIVERY: CHOPPER 3-6 ***	Boxes: 24

REPIBLIK DAYITI
ELEKSYON
1995

D100



DEPATMAN LATIBONIT
1E SIKONSKRIPSYON SEN MAC

DEPITE

PIERRE MAKIR INNOCENT	MARC-ANTOINE PAUL	LIFRANTZ L. DORT	RENOLD JULES	JULIO MARIUS	ST.FLEUR DOMINIQUE	MARC-ARTHUR MESIDORT	VERTOT PHILISTIN	JEAN MARIE GUILLAUME	JUDE CHERY
FNCD	FULNH	KONAKOM	LAVALAS	PADH	PANPRA	PNR	PROP	RDNP	UPDC



**REPIBLIK
PAYITI
ELEKSYON
1995**

DEPATMAN NO

2EM SIKONSKRIPSYON PIYON / RANKIT / LAVIKTWA

DEPITE
DESANM-DEZIEM TOU



**EDMOND
COLAS**

GMRN



**PETER
CASTIN
CONSTANTIN**

LAVALAS



**REPIBLIK
DAYITI
ELEKSYON
1995**

DEPATMAN LWES

1E SIKONSKRIPSYON ANSAGALET / PWENTARAKET

DEPITE
DESANM-DEZIEM TOU



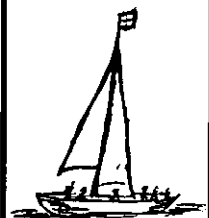
**FRITZNER
SAINT-FLEUR**

UPD



**EDNER
JEAN**

IND



REPUBLIK DAYITI
ELEKSYON
1995

C54

DEPATMAN LATIBONIT
1E SIKONSKRIPSYON DESALIN
KOMIN DESALIN
5EM SEKSYON KOMINAL FYEFYE (TI KAWO)

KAZEK

VILNER
VALSINAT

JEAN
LAURILAS
ONEZER

JEAN
SAINTUS

FNCD

CHERIZAT
DIEUSEUL

ELIANNE
DATILUS
DORVAL

JOSEPH
DIEUDIUS
LOUISSEUS

LAVALAS

JACQUES
CESAR

NOEL
RICOT

JEROME
OSMIN

PADH

JEAN
LEO
ALMANAQUE

BERTRAND
ESPERANT

PAULETTE
JEROME

PANPRA

NICOLAS
ENTENDEVY

DIOCENE
SAINTUS

ELVEUS
CADEUS

PNT

ACILONNE
OTÉON

ACELHOMME
DORDORE

JACSEUL
BASIL

UPD



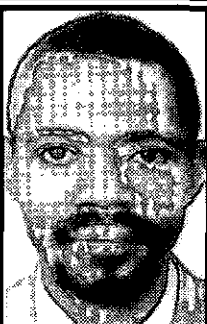


**REPIBLIK
DAYITI
ELEKSYON
1995**

DEPATMAN SIDES

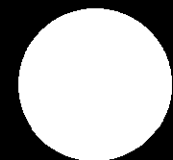
1E SIKONSKRIPSYON JAKMEL ZON ES

DEPITE
DESANM-DEZIEM TOU



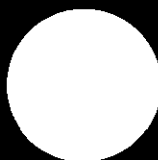
**MARIE
PIERRE ALEX
PRADEL**

LAVALAS



**JOSEPH
LAMBERT**

IND





ARGAIS JOSEPH	PIERRE THERCIUS PIERRE	PIERRE JACQUES	ABRAHAM BONHOMME	LUCIEN DESAMOUR	JEAN-CLAUDE DANIEL	LUCIEN DELINX PIERRE-LOUIS	AMOS ANDRE	JUDNEL JEAN
FNCD	FNCD	GMRN	KONAKOM	KONAKOM	LAVALAS	LAVALAS	MKN	PAIN

SAINT-JULIEN JOAZILE	GERHOME EUGENE	MICHEL-ANGE DUCHEINE	ALCESTE ETIENNE
PAIN	PNT	RDNP	RDNP


BILTEN
SENATE

REPIBLIK
DAYITI

ELEKSYON


1995

1




GERARD
DALVIUS

PADH




1

2




MARIE ALPHONSE
FRANCIS
JEAN

FMR




2

3




ROCKFELLER
GUERRE

UPD




3

4




JULIO
LAROSILIERE

IND




4

5




FIRMIN
PH.
JEAN-LOUIS

IND



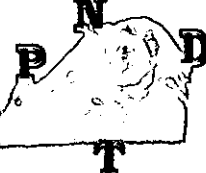
5

6




JEAN
ARNOLD
DUMAS

PNDT




6

7




RICHARD
VLADIMIR
JEANTY
PARADIS

PPVM




7

8




DIEUVEUIL
JOSEPH

PPVM




8

9




RENE
JULIEN

IND




9

10




EDDY
VOLEL

RDC




10

11




LEON
JEUNE

IND



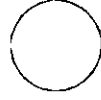
11

12



VICTOR
BENOIT


KONAKOM



KONAKOM


12

13



JEAN JACQUES
CLARK
PARENT


PADEMH



PADEMH


13

14



RENE
GARCIA
PREVAL

LAVALAS



14

REPUBLIK DAYITI
ELEKSYON
1995

0551-04



















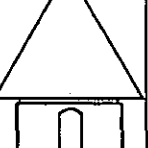

DEPATMAN LATIBONIT

1E SIKONSKRIPSYON SEN MICHEL LATALAY

KOMIN SEN MICHEL LATALAY

4EM SEKSYON KOMINAL LALOMAS

KAZEK

FENELON BRUNEL	WISLY FENELON	JOSEPH SAINTAL	LOUIS JUSTIN	LANGOT BENOIT	THEOGENE ELIUS	FERDINAND DAVILMAT	JOADIN CLEUS	JOSEPH PALPERAND ODAVID BIEN-AIME	PHANORD ANDRE JAMIL
JOSEPH-COLBERT ROSIER	ALIONAT BENOIT	GILBERT BENOIT	LEONCE PIERRE	PHANES TEAS LOUIS	SIDALME SAUVEUR	JULIEN MESADIEU	ESPANIEL SAINT-FORT	MONCIUS SAINTILBERT SAINTILIEN	REGULMAT JAMIER
OCTAVE DORCILIEN	CLODIN ANDRE	WISNEL BIEN-AIME	LAROUS GILLES	MARTIN JANSIEL	MARTEIS CHARLEUS JEAN-CHARLES	JEAN-CLAUDE SAINTIL	DECASTEL DEGRAMAT	JOSEPH ALISME SAINT-FLEUR	ANTOINE ESAIE
FNCD	LAVALAS	MKN	PADH	PAIN	PANPRA	PNT	PROP	RDNP	IND
									
									

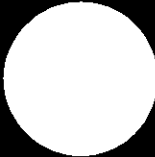
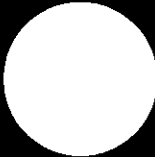
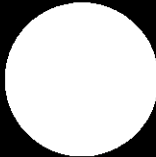



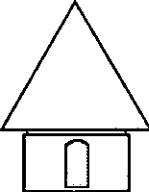

REPIBLIK DAYITI
ELEKSYON
1995

M321



DEPATMAN NO
1E SIKONSKRIPSYON AKIL DINO
KOMIN LAKIL DINO

MAJISTRA

BRUNEL DEMOSTHENES	MARCELLIN EBERLE ABNER	HAROLD TALABERT	ALONCE VIXAMAR
JEAN HERODE	JOSEPH NORE	ISRAEL ADOLPHE	ANTONY SAINTANIS FENIX
WILFRIDE FLOREAL	ARISTIDE JEANCILIE EMIL	JACKSON CESAR	RENOLD ETIENNE
FNCD	LAVALAS	RDNP	IND
			
			

Attachment L.

IFES response to OAS R1 report



Fondation Internationale Pour Les Systèmes Electoraux

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

MEMORANDUM

A: Micheline Bégin
Chef-adjoint
Mission OEA

CC: Laurie Wells
Chef de Mission
OEA

DE: Linda Trudel
IFES/Haiti

DATE: Le 8 juillet 1995

OBJET: Liste des cas qui ont posé problème sur les bulletins

Je tiens d'abord à vous remercier de m'avoir fait parvenir la liste des cas problème relevés sur les bulletins de vote par les observateurs de l'OEA lors des élections du 25 juin dernier.

Vous trouverez ci-joint un document qui est le fruit de nos recherches et qui répond aux questions soulevées par vos équipes d'observateurs. Certaines erreurs sont imputables à notre équipe qui était chargée de l'entrée des candidats acceptés dans la base des données.

Il faut bien mentionner toutefois, que lors de ce travail d'entrée des données, l'IFES faisait quotidiennement un tirage sur papier des données pour les soumettre à l'examen du CEP. Si le CEP détectait une erreur, nous apportons les corrections nécessaires. De plus, lors de l'impression des bulletins, le CEP avait un Représentant spécial sur place qui devait s'assurer de la conformité des bulletins avec la liste officielle des candidats agréés.

CONSEIL D'ADMINISTRATION

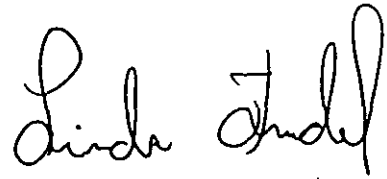
Charles T. Manatt Président	Patricia Hutar Secrétaire	Barbara Boggs	Maureen A. Kindel	William R. Sweeney, Jr.	Randal C. Teague Conseil
David R. Jones Vice-Président	Joseph Napolitan Trésorier	Frank J. Fahrenkopf Jr.	Jean-Pierre Kingsley	Leon J. Weil	
		Judy Fernald	Peter McPherson	DIRECTEURS EMÉRITES	Richard W. Soudriette Directeur
		Vicior Kamber	Sonia Picado S	James M. Cannon Richard M. Scammon	

En ce qui concerne les emblèmes des candidats, nous avons remis à l'imprimeur tous ceux que nous a fait parvenir le CEP. Plusieurs candidats Indépendants n'ont fourni aucun logo. La description du logo sur le formulaire d'inscription de candidature n'était pas suffisante. Il fallait que les candidats annexent à leur demande un dessin sur papier. Il y a peut être eu là, un malentendu entre ces candidats et le CEP au niveau des démarches à suivre. Lors de l'impression des bulletins, le Représentant spécial du CEP auprès de l'imprimeur, a pris la décision d'ajouter le drapeau Haitien là ou il n'y avait pas d'emblème.

Enfin, plusieurs dossiers de candidature nous ont été transmis par le CEP alors que la date limite pour l'ajout de nouvelles données ait été dépassée. Nous avons à ce sujet, copie de la correspondance officielle entre l'IFES et le CEP.

Nous demeurons disposés à entreprendre des recherches pour d'autres cas problème que vous voudrez bien nous communiquer.

Recevez, Madame, mes salutations les plus distinguées.



c.j.

c.c. USAID/Haiti
ONU
SEQUOIA
IFES/DC

(Problems with ballots)

July 7, 1995

DEPARTEMENT DU CENTRE

Communes

Hinche

Problem reported by OAS

1. ALAH Magistrat candidate
(Julia Noel) left off the ballot
2. Independent Magistrate candidate
(Joseph Hector) left off ballot

IFES response

1. IFES never received his candidacy file from CEP
2. His candidacy was received by IFES from CEP after the
deadline for new additions was passed

Thomonde

Problem reported by OAS

3. PANPRA Magistrat candidate
(Bernardeau Mateis) left off the ballots

Cerca Carvajal

4. PAIN Magistrat candidate
(Joanis Phillippe) left off the ballots

Maissade

5. ALAH Magistrat candidate
(Josaphat Alphanis) left off the ballots

IFES response

- 3, 4 and 5. Theirs candidacies were received by IFES from CEP
after the deadline for new additions was passed

Saut d'Eau

Problem reported by OAS

6. OPL symbol appeared on ballot but names of magistrate slate
omitted

IFES response

6. OPL did not have any cartel of candidates for this level of office.
The Independent cartel of candidates on this ballot appeared twice:
once as Independent and one under OPL logo. This is a mistake

made by the data entry personnel

Lascahobas

Problem reported by OAS

7. PANPRA symbol printed on the ballot but names on Magistrat slate omitted

IFES response

7. Verification of our files as well as the ballot prototype show that symbol and names appeared.

Boucan Carré

Problem reported by OAS

- 8. PANPRA Magistrat candidate (Simevil Michel) left off the ballots
- 9. KONAKOM Magistrat candidate (Michel Pierre Luc) left off the ballots
- 10. FNCD Magistrate candidate (Firone Senacle) left off ballot

IFES response

- 8. His candidacy was received from CEP after the deadline for new additions was passed
- 9. According to a memo provided to IFES by CEP on June 14, this KONAKOM cartel was agreed for Commune Mirebalais
- 10. His candidacy was received from CEP after the deadline for new additions was passed

Savanette

Problem reported by OAS

- 11. PAIN Magistrat Candidate (Laverture Gesimile Derosier) left off the ballots

IFES response

- 11. Verification of our file as well as the ballot prototype show that this cartel and the Party logo appeared as specified

DEPARTEMENT DU NORD

Communes

Le Borgne

Problem reported by OAS

1. Judes Faustin Charles (FNCD) député

Saint Raphael

2. Eddy Gerard Pierre (IND) député

3. Bedzi Telfort (IND) député

Cap Haitien

4. Roseanne Dugué (IND) Mairie

5. Wilmar Innocent (IND) Mairie

6. Jacklin Eugène (IND) Mairie

7. Premeus Jasmin (IND) Mairie

Acul du Nord

8. Enol Etienne (IND) Mairie

9. Charles Emmanuel (PANPRA)

His emblem appeared on the ballot but not his name

Bahon

10. Anestin Menard (IND) Mairie

IFES response

1. A mistake was made by data entry personnel. This candidate appeared under FULNH

2. He registered for the 1ere circonscription and his name appeared on the ballot (verification of ballot prototype)

3. No logo provided

4. No logo provided

5. No logo provided

6. No logo provided

7. File for his candidacy never received from CEP

8. No logo provided

9. File for his candidacy never received from CEP

10. No logo provided

DEPARTEMENT DE L'OUEST

Mairie de Delmas

Problem reported by OAS

1. Joseph Marie Aristide
2. Jean Amadis Antoine
3. Jean Claude Abellard

IFES response :

1. Was rejected on May 17 by CEP
2. File of candidacy never received
3. CEP representative to the printer eliminated this cartel because conflicting informations received from the candidate

Communes

Ganthier

Problem reported by OAS

1. Jean Bertrand Mathurin (showed up on Cornillon ballot)
PSR député, 2ieme circonscription
2. Jean Augustin Brésil
Député, 2ieme circonscription

Arcahaie

3. Mayoral ballots not colored and laced candidates photographs

Petite Rivière de Nippes

4. 2 FNCD candidates left off two separate CASEC ballots
5. OPL Mayoral candidate's name was left off of mayoral ballot and substituted with the OPL CASEC candidate's name

Anse-A-Galets

6. KONAKOM CASEC candidate had the FNCD logo appear in place of the KONAKOM logo

IFES response

1. Mistake made by data entry personnel
2. Mistake made by data entry personnel
3. Magistrat and CASEC ballots were not coloured and had no photo according to the bid specifications
4. Information not sufficient. We need to know which communal section OAS is referring to in order to address the problem
5. Cartel of candidates for Mairie appeared as communicated to us by CEP (file)
6. Information not sufficient. We need to know which communal section OAS is referring to in order to address the problem

DEPARTEMENT DE L'ARTIBONITE

Problem reported by OAS

1. Jean Senat Fleury was not on ballot
RDNP Mairie de St-Marc
2. Selmán Edouard, not on ballot
PAJN député de St-Marc
3. Eddy Joseph, not on ballot
PANPRA, Mairie de St-Marc
4. Rony Jean-Charles, not on ballot
FNCD, Maire de Verrettes
5. Roland Estimé, not on ballot
IND., Mairie de St-Marc

IFES response

1. We are still working on this case. He was accepted but we need to find out why his name was not printed on the ballot
2. Rejected by CEP
3. Same problem as #1
4. The file received from CEP indicated an other FNCD cartel for Verrettes. However, our files show that this candidate was registered for Mairie de St-Marc. Therefore, his name appeared on that ballot
5. This cartel of candidates registered and was accepted for Verrettes. The cartel appeared on Verrettes ballot

DEPARTEMENT DU NORD-OUEST

The listing of problems outlined by OAS observers is unfortunately impossible to address by IFES because of a lack of specific information. We need to know the names of communes and the names of communal sections where the problems occurred.

However, we can respond to two problems:

Problem reported by OAS

1. IND. Député, Henri Desamours appears on Mole St-Nicolas Ballot
2. PDCH Député candidate, Josué Lafrance listed in Basin Bleu

IFES response

1 and 2: Mistakes made by data entry personnel

Linda
Re: R1 ballot ✓
irregularities
JF - Total ballots
by office +
DV R1, R1½, R2

Attachment G.

List of Organizations and Individuals Involved

IFES/Washington

Richard Soudriette, President
Jeff Fischer, Chief of Staff
Christian Nadeau, Deputy Director of Programs-The Americas
Roger Plath, Information Specialist
John Graham, Senior Adviser
Pamela Reeves, Program Officer
Sanjeev Sethi, Systems Manager
Stephen Connolly, Procurement Adviser
CB Currier, Programmer
Dave Tikkala, Acting Director of Finance and Administration
Elisa Roller, Program Assistant
Ray Kennedy, Director Information Resources
Rich Kappus, Procurement Officer
Alex Abraham, Finance Assistant
Virginia Bishop, Bookkeeper
Dale Crowell, Program Assistant
Abbey Weinstein, Research Assistant
Karen Seiger, Project Officer

IFES/Haiti

Linda Trudel, Project Manager
Jean Fitzgerald, Programmer
Anton Adonis, System Manager
Claude Orestre, System Manager
Placide Williams, Driver
Deborah Roy, Administrative and Logistics Assistant
Mireille Elie, Secretary
Michel Jocelyn, Janitor

USAID/Haiti

Larry Crandall, Director
Sarah Clark, Deputy Director
Sue Nelson, Project Manager
Carol Horning, Deputy Division Chief/HRD
Chris Brown, Division Chief/HRD
Jane Nandy, Deputy Division Chief/HRD
Charles Knight, Executive Officer
Clem Bucher, Contracting Officer
Bill Edline, Democratization Project Manager
Ed Dragon, Regional Legal Adviser

USAID/Washington

Madeleine Williams, Haiti Desk Officer/Democracy Center
Amy Young, USAID/Global
Dan Riley, Haiti Task Force
Larry Garber

US Embassy/Haiti

Ambassador Charles Swing
Julie Wynn, Political Officer

CEP

Anselme Remy, President
Jesi Manigat, Secretary General
Jean Francis Merisier, Member
Moliere Ladouceur, Member
Rene Aubri, Assistant
M. Guillaume, Logistics Director
Michel Sajous, President
Jocelyn Lassegue, Member
Françoise Boursiquot

Sequoia Pacific Systems

Derry Hobson, President
Skip Webb, Vice President/Election Services
Larry Gilbert, Director National Sales/Election Printing
Bruce Hatch, Haiti Liaison
Pearl Adams, Project Manager

UNEAU

Dong Nguyen,
Jacques Carrio
Paco Cobos
Andre Bouchard

UNMIH

L/Col Mike Bailey
Capt Roloff
M/Sgt Jeff Coliman
Gunnery Sgt Tom Corryn
Sgt Anderson
Capt Steve Roehlmer
M/Sgt JD Gooch

MIST

Capt Charles Lane
Sgt Jacques

MSP

Michael Paul
François Dugue

Printers, Local

Claude Deschamps, Imprimerie Deschamps
Wilhelm Frisch, Imprimerie Deschamps
Henri Reiher, Imprimerie Deschamps
Robert Malval, Le Natal
Pierre-Richard Bastien, Le Natal
Michel Woolley, Jr., Editions des Antilles

Ballot delivery

John Anderson, Air Charter Services International

Serge Alexis, Haiti Air Freight
Herve Malebranche, Amerijet
Rachelle Madred, American Airlines Air Cargo Manager/Haiti

Attachment H.

Abbreviations

BED	departmental election office
BIV	voter registration site/polling place
BV	polling place
CASEC	local provincial office
CEP	Provisional Electoral Commission
MIST	Military Information Support Team
UNEAU	United Nations Electoral Assistance Unit
UNMIH	UN Mission in Haiti
USAID	U.S. Agency for International Development

Attachment I.

USAID authorization to amend the Sequoia sub-contract

USAID APPROVAL TO AMEND
SP CONTRACT



Fondation Internationale Pour Les Systèmes Electoraux

1101 15th STREET, N.W. • THIRD FLOOR • WASHINGTON, D.C. 20005 • (202) 828 8107 • FAX (202) 412-3804

Date: 15 September 1995

To : Sue Nelson, Project Officer, USAID/Haiti

Clem Bucher, Contracting Officer, USAID/Haiti

From: Christian Nadeau, Deputy Director-The Americas/IFES *CH 7.1*

Subj: Presidential Elections/Ballot Printing

It is my understanding that the Cooperative Agreement governing IFES's ballot production activities for the Haitian legislative elections will be modified to incorporate the presidential elections. IFES looks forward to this opportunity to continue supporting the transition to democracy in Haiti.

According to the terms of the Haitian Constitution, the first round of the presidential elections is to be held on the last Sunday of November, or 26 November in this case. If necessary, a second round will be held according to a schedule to be determined by CEP.

An approximate schedule of activities, based on information currently available, is as follows:

26-30 Oct	assemble data base
31 Oct	transfer data base to printer
1-16 Nov	print ballots
17-18 Nov	consolidate ballots for shipment to Haiti
19 Nov	deliver ballots to Haiti
20-22 Nov	consolidate ballots for delivery to polling stations
23-24 Nov	delivery of ballots to polling stations
26 Nov	Presidential elections
10 Dec	complete vote tally
13 Dec	transfer data base to printer
14-27 Dec	print ballots
28-29 Dec	consolidate ballots for shipment to Haiti
2 Jan	deliver ballots to Haiti
3-4 Jan	consolidate ballots for shipment to polling stations
5-6 Jan	delivery of ballots to polling stations
7 Jan	final round of Presidential elections

CONSEIL D'ADMINISTRATION		Barbara Boggs	Maureen A. Kindel	William R. Swenberg, II	Richard W. Swenberg
Charles T. Maratt Président	Patricia Hutar Secrétaire	Frank J. Fahrenkopf Jr.	Jean-Pierre Kingsley	Leon J. Weil	
David R. Jones Vice-Président	Joseph Napolitan Trésorier	Judy Fernald	Peter McPherson	DIRECTEURS EMERITES James M. Cannon Richard M. Schmitt	Richard W. Swenberg DIRECTEUR
		Victor Kamber	Sonia Picado S.		

recognized by all participants as having been extremely difficult.

- Participants to the process have acquired a certain level of comfort with the established procedures. The president of CEP went so far as to publicly praise Sequoia's performance in a recent interview on local radio. Now is not the time to introduce unnecessary disruptions.

Based on the time constraint, the uncertainty certain to be engendered by the introduction of a new player, and Sequoia Pacific's documented performance IFES proposes to USAID that the Sequoia contract be amended to include printing of ballots required for the 1995 Haitian presidential elections. Please indicate your approval to amend this subcontract by signing below. Specific terms of such an amendment will be submitted for USAID approval.

Approved Sue Nelson
Sue Nelson
Project Officer, USAID/Haiti

Date 10/12/95

Approved Clem Bucher
Clem Bucher
Contracting Officer, USAID/Haiti

Date 10/12/95

*appears reasonable and subject to
Task order concurrence and funds availability
and assuming otherwise in conformance to
the grantee's policies and procedures* CJ

Attachment J.

USAID/H response to IFES query on additional Deputy ballot costs

OCT-31-95 TUE 09:30

USAID HAITI

FAX NO. 509 22 0963

P.01

CHRON

United States Agency for International Development
FAX COVER SHEET

Date: October 30, 1995

Page 1 of 1

FROM Sue Nelson	TO Stephen Connolly
OFFICE HRD	OFFICE IFES
PHONE NUMBER (509) 22 5500	PHONE NUMBER 202 020-0507
FAX NUMBER (509) 23 9603	FAX NUMBER 202-452-0804

Sender Signature *[Signature]*

Official x

Personal

Cleared: CHorning, HRD *[Signature]*

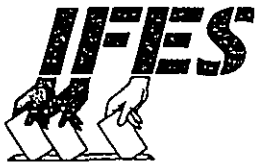
CBucher, CO *[Signature]*

Subject: Cost of Ballots for Deputy Seats

I refer to your fax dated October 26 which you sent requesting AID approval for the ballots for the four deputy seats which will be re-run with the first round of the presidential elections.

As these 4 elections appear to be a continuation of the June 25th legislative elections, we believe they fall under the existing scope of work within the IFES Cooperative Agreement and that adequate funds exist within the Agreement to cover their cost. Therefore, additional USAID approval for this procurement is not required.

cc. IFES/Haiti



International Foundation for Election Systems

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

Date: 26 October 1995

To : Sue Nelson, Project Manager, USAID/H
Clem Bucher, Contracting Officer, USAID/H

From: Stephen H. Connolly, Procurement Adviser/IFES *SHC*

Subj: Cost of ballots for Deputy seats

As you are aware, elections for four Deputy seats are to be held concurrently with the first round of presidential elections: one re-run and three run offs (see L Trudel/P Adams memo of 25 Oct for details). 398 BVs are involved. A total of 167,160 ballots will be required.

Sequoia Pacific estimates the cost of these ballots, including shipping, at \$20,750 (see attachment).

As this is outside the revised IFES scope of work and also beyond the scope of the amendment to the Sequoia contract your approval is requested to pay these costs from the Program budget. It is too soon to determine whether this will result in a request for additional funding.

Approved _____
Sue Nelson
Project Manager, USAID/H

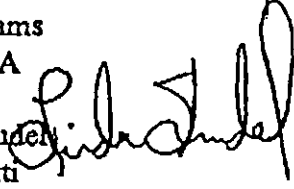
Date _____

Approved _____
Clem Bucher
Contracting Officer, USAID/H

Date _____

BOARD OF DIRECTORS		Barbara Boggs	Peter Kelly	William R. Sweeney, Jr.	Directors Emeriti
Charles T. Manatt <i>Chairman</i>	Patricia Hutar <i>Secretary</i>	Dame Eugenia Charles (Dominica)	Maureen A. Kindel	Leon J. Weil	James M. Cannon
David R. Jones <i>Vice Chairman</i>	Joseph Napolitan <i>Treasurer</i>	Judy G. Fernald	Jean-Pierre Kingsley (Canada)	Randall C. Teague <i>Counsel</i>	Richard M. Scammon
		Victor Kamber	Peter McPherson	Richard W. Soudriette <i>President</i>	

TO: Pearl Adams
SEQUOIA

FROM: Linda Trudel 
IFES/Haiti

DATE: October 25, 1995

RE: Update on the presidential elections

Dear Pearl:

This is just to reconfirm in writing the information I have passed to you today on the phone.

1) I confirm reception of your fax regarding the ballot layout (11 X 17). I will ask the CEP to make a decision regarding its design and colors.

2) 4 circonscriptions to do during the first round:

1) 2e Plaine du Nord (Nord) **RERUN**

CEP has informed me that they will reopen candidacies for this one. Number of polling stations based on previous elections: 75

2) 2e Pignon (Nord) **RUNOFF**

CEP has yet to provide me with the two candidates names. Number of precincts: 57

3) Anse-à-Galets (OUEST) **RUNOFF**

CEP has yet to provide me with the two candidates names. Number of BV: 133

4) 1er Jacmel (Sud) **RUNOFF**

CEP has yet to provide me with the two candidates names: Number of BV: 133

TOTAL: 398 pollings stations X 420 ballots= 167 160

Steve Connolly will be in contact with Larry Gilbert regarding the price tag.

As I told you, the CEP planning is not well advanced but as soon as I will have more information regarding number of polling stations and official date, I will get back to you.

Once again, many thanks for your great patience and good spirit.

Cheers,

cc. IFES/DC and USAID/Haiti

FACSIMILE MESSAGE COVER SHEET

DATE 10/26/95 NO. OF PAGES: 1 (Including Cover Letter)

PLEASE DELIVER THE FOLLOWING TO:

STEVE CONNOLLY – IFES

COST ESTIMATE FOR DEPUTY BALLOTS IN PRES 1 ELECTION:

1. Composition: 4 @ \$600./ea	\$ 2,400.
2. Printing: 167,160 @ \$82/M	\$ 13,707.
3. Packaging: 398 @ \$3.75/ea	\$ 1,493.

TOTAL	\$ 17,600.
EST. TRANSPORTATION:	\$ 3,150.

Larry Gilbert

DIRECTOR NATIONAL SALES

(209) 592-8366

FAX (209) 592-8265



Sequoia Pacific Systems

A Division of Smurfit Packaging Corp.

ELECTION SERVICES DIVISION

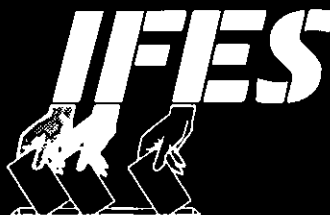
1030 NORTH ANDERSON ROAD

EXETER, CA 93221

(209) 592-2191

Attachment K.

Sample Ballots



FUNDACIÓN INTERNACIONAL PARA SISTEMAS ELECTORALES
1101 15TH STREET, NW · THIRD FLOOR · WASHINGTON, DC 20005

TEL (202) 828 8507 FAX (202) 452 0804