



PD-AAW-739

ISN 53068

DEMOCRACY PROGRAM  
ELECTION ASSISTANCE PROJECT

PHASE II  
SEPTEMBER 30, 1987

PDC 0086-C-00-6221-00

SUBMITTED BY  
EDDIE MAHE, JR. & ASSOCIATES, INC.



Eddie Mahe, Jr. & Associates, Inc. was contracted by the Agency for International Development (A.I.D.) to "develop a program of election assistance with the long range goal of strengthening democracy around the world by improving the election process."

Phase II of a three phase project was to culminate with establishing a unique organization which can quickly identify how a variety of technical assistance election needs can be met.

(Phase I completed June 30, 1986, was Research Planning and Phase III is Maintenance and Utilization.)

In addition to establishing the permanent organization, research was undertaken to (1) complete the Election Assistance Data Base for the Latin American/Caribbean Region; (2) identify additional countries for review; and (3) expand the Project Data Base in the twelve specific areas of election assistance.

At the request of A.I.D., an election process team was recruited and dispatched to Haiti to provide technical assistance to A.I.D. personnel on the pending elections.

International Foundation for Electoral Systems, Inc.

A non-profit educational foundation (a 501(c)(3)) was chosen as the appropriate organization to provide election process assistance to A.I.D., international organizations or other nations upon request.

It was determined that the Foundation should be a resource base with up to date information and the capacity to recommend election specialists, vendors, systems, and other organizations as requested by A.I.D., other organizations or other governments.

In order to develop the operating parameters of the organization, two models were examined.

1. A pro-active organization generating programs and soliciting proposals to provide 'democracy' support similar in scope to many of the existing pro-democracy organizations.



2. A resource organization available on-call to provide election assessments, technical advice or resource recommendations.

Because the goal of establishing such an organization was to provide effective and efficient utilization of A.I.D. and other U.S. resources in providing election assistance the second approach was adopted. Thus, the organization would be focused on providing resources tailored to specific requests.

This approach also allows for low overhead which will enable maximum resources to be devoted to election assistance.

(The memoranda defining the approaches are attached as Addenda 1 and 2 and the Mission and Operating Philosophy adopted by the Board is Addendum 3).

Jan Baran, an attorney with Wiley & Rein, researched and then drafted By-laws and Articles of Incorporation for review by A.I.D. counsel. A.I.D. counsel reviewed and approved the documents.



Eddie Mahe, Jr. & Associates, Inc. developed a profile of the Board collectively and individually to ensure the appropriate diversity and strength necessary to provide direction for a world wide organization (Addendum 4).

A list of proposed Board members was submitted to A.I.D. officials for their consideration. (Addendum 5).

A.I.D. officials designated F. Clifton White as Chairman of the proposed foundation and the following individuals were then selected as Board members:

James Cannon

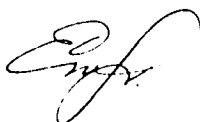
Patricia Hutar

Richard Scammon

Richard Stone

On July 7, 1987 the International Foundation for Electoral Systems, Inc. was filed as a non-profit corporation in the District of Columbia. (Addendum 6).

A Board meeting was held on July 25, 1987 at 412 First Street, S.E., Washington, D.C. at which time the By-laws and Articles of Incorporation were adopted. (Addenda 7 and 8)



Eddie Mahe, Jr. & Associates, Inc.

Mr. White designated David R. Norcross as temporary counsel and directed him to file the appropriate documents and to file for tax exempt status. Application for Tax Exempt Status is Addendum 9.

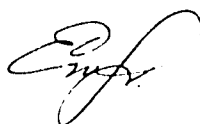
#### Initial Situation

Initial activities necessary for full utilization of the Foundation's resources are computerization of the data base and resources compiled by Eddie Mahe, Jr. & Associates, Inc. and recruitment and training of election specialists.

Ongoing activities of the Foundation should include maintenance of the data bases, coordination with other organizations to identify resources, and provision of technical election expertise as requested.

#### Election Materials

A comprehensive effort to identify materials on election assistance and electoral law was undertaken.



The electoral law and Constitutions were requested from all Latin American and Caribbean countries. (It should be noted that CAPEL (Centro De Asesoría Y Promoción Electoral) has a comprehensive library of electoral law.)

The Bibliography lists all resources identified.

#### Expansion of Data Base

In addition to ongoing research and identification of materials, a questionnaire was developed for A.I.D. missions to provide information on election activities. Questionnaire attached as Addendum 10. A listing of elections dates and type of elections was prepared. Addendum 11.

Through an Eddie Mahe, Jr. & Associates, Inc. employee on personal travel, election materials were accumulated from the following South American countries.

Argentina

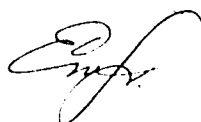
Bolivia

Brazil

Paraguay

Uruguay

(Specific materials are listed in the Bibliography).



Haiti


An election assessment team comprised of Eddie Mahe, Jr., Helen Cameron Howe and Jeff Fischer traveled to Haiti from September 13 to 18, 1987. Their assignment was to provide AID Mission officials with an analysis of the pending elections. A copy of that report is attached as Addendum 13.

**Summary**

The completion of this phase of the Democracy Program Election Assessment Project culminates an effort to establish a means to provide technical election assistance to emerging democracies efficiently and effectively. The International Foundation for Electoral Systems, Inc. is now operational with a charter to:

"have as its exclusive focus, support for and improvement of the mechanics of the election process to help assure free, fair and credible elections in countries that both need and request such assistance."

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Eddie Mahe, Jr. & Associates, Inc.



A field trip through Central America to finalize the Latin American/Caribbean data base was scheduled for May, 1987 and subsequently postponed by A.I.D. field personnel.

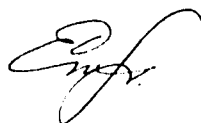
### Election Specialists

Funds for training election specialists were deleted from the proposal for this contract.

However through an election assessment project in the Philippines (under a separate grant) and two trips for Haiti election assessments, four additional individuals were trained by the contractor.

John Brady  
Maxene Fernstrom  
Helen Cameron Howe  
Jeffrey Fischer

These individuals together with others identified during the South American field research and other U.S. experts are listed in Addendum 12.





ADDENDUM 1

MEMORANDUM

January 28, 1987

TO: Peter McPherson

CC: Jay Morris  
Robert Carter  
Rich Bissell  
Travis Horel

FROM: Eddie Mahe, Jr.  
Ladonna Y. Lee

RE: The Democracy Foundation

Enjoyed our visit last week and, as is always the case, came away with a somewhat better sense of where your head is in this project even though we fully appreciate that it is not something, nor will it be, to which you give a great deal of thought.

We will be discussing the attached with all involved and then with them will be moving forward with the Foundation, but given our conversation, decided to share it with you as well.

:tbh  
10C.00742.014



## FOUNDATION FOR DEMOCRACY

### Its Mission and Its Operational Philosophy

The Foundation for Democracy shall have as its exclusive focus support for and improvement of the mechanics of the election process to help assure free, fair and credible elections in countries that both need and request such assistance.

Because each country is unique and the election process needs even more so, the Foundation will not develop "programs" as such but rather will identify and develop resources so that the program element can always be tailor made to the specific need as it may be defined by an on-site election assessment which is the most basic, and may be the most vital, service the Foundation will be performing.

This operational approach means that the on-going function of the Foundation is the maintenance and the continuing expansion of the data base so that quality election assessments can be undertaken whenever needed, so that in-depth data will be available to generate any plans called for in any election assessment, and finally to support any data dissemination program that may be deemed appropriate.

Particular emphasis will be placed on five broad areas within the total data base:

- 1) Legal materials, e.g., constitutions, election laws, etc.
- 2) Process related materials, e.g., training materials, election day materials, samples of different rules and regulations.
- 3) Commodity related information, e.g., sources of various materials such as ink and paper.
- 4) Identification of experts and maintenance of current address files.
- 5) Identification of other entities around the world which would also be committed to the same objectives and knowing their resources and their strengths.

Obviously, there are many mutations of these five broad areas but these adequately describe the totality of the data base which must be maintained.

If the Board determines, as is recommended, that the Foundation have no ongoing generic programs, then the Foundation should have little or no need for any ongoing professional staff and thus the overhead costs associated with such a staff. Whenever a need arises and a request is made for an election assessment, a group could be assembled ad hoc from the data base that uniquely reflects the experience necessary to deal with the particular need and country involved.

If this basic premise is accented, it is possible that the entire Foundation should be run through a management contract substantially as a turn key operation. (Because of the on and off nature of the operational needs, such an approach would almost assuredly result in more funds for operations and lower overhead costs).

Another possible approach would be to open an office and have one mid-level staff person who would have primary responsibility to the data base but who would also provide minimal staff support to the Board, etc.

This person would have to be supported by either an activist President who as a volunteer would provide significant direction to the Foundation or by a contract with some outside entity which would provide that support.

In either event, the Foundation should make every effort to avoid involving itself in activities that in any way are duplicative of what is being done by other organizations. There is a clear need for the type of election process assistance which it is envisioned this Foundation could provide and any dilution away from this primary agenda will weaken the overall effort, not strengthen it.

10C.00721.014





ADDENDUM 2

June 29, 1987

MEMORANDUM

TO: Travis Horel

FROM: Ladonna Y. Lee

RE: AID Contract Number PDC -0086-C-00-6621-00

The project objective for Phase II of the election Assistance Project is to develop a program of election assistance with the long range goal of strengthening democracy around the world by improving the election process.

Phase II of this effort specifically calls for the establishment of a permanent entity to provide election assistance.

Thus this phase of the project is based on the establishment of a foundation to fill three continuing roles:

1. Maintenance and updating of basic data bases as to the election process itself.
2. Maintenance and updating as to elections and the status of the democratic process in the targeted countries.
3. Maintenance of a cadre of election specialists ready and able to assist in the election process when the USG determines it is both necessary and appropriate to do so.

These three roles are so defined on the premise that the foundation will be reactive and not proactive i.e., beyond maintenance and updating of its own data base, it will initiate no pro-democracy activities.

While this narrow range of objectives makes it possible to design an operational mode that can be undertaken at a minimal funding level, there are still two steps originally envisioned as part of putting the democracy program together that have not been completed. They are computerizing the data base and a training program for election experts.

Travis Horel  
June 29, 1987  
Page 2

The program will be handicapped until computerization is completed because the volume of data is too great to really be assimilated and utilized any other way.

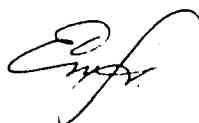
However, until and unless circumstances develop that U.S.A.I.D., the State Department or other government entities choose to involve this foundation more frequently than has been the case since the program's inception, a precise and sophisticated training program would seem unnecessary. If a policy/funding decision were made that any trip always include a minimum of one "new" person with the requisite experience; which most often would then mean a minimum of three were involved with the trip, plus teams involving three or four "new" people being sent to observe carefully selected elections with proper advance, etc. being first done, more than a sufficient number would be "trained" to meet the now anticipated demands of the program.

If this operational model is adopted, the foundation will be substantially outer directed which could well mean that its Board, perhaps supported by an outside consultant, could provide the ongoing management and direction that it would need.

Its employee requirements could even possibly be met the same way but even if the determination is ultimately made to establish a separate physical office for it, those requirements should still be minimal both as to number and level of skills necessary. Given the quality and experience of the Board members who have agreed to serve, it would not be envisioned that this structural approach would even require the services of an Executive Director even if an outside consulting arrangement were not entered into. However, it is recommended that such a consulting arrangement be entered into because there is a need for some operational oversight of the maintenance activity and it's not reasonable to put that burden on volunteer board members.

If an approach for outside management and direction were combined with the foundation maintaining its own office, this should mean that it would need no more than two employees; one solid mid-level type person to undertake and provide oversight of day-to-day execution and one support person whose role would be primarily focused on the computerization data base.

It should be noted that because of the volume of materials and books the foundation will possess some physical space is necessary, directly or through some contractual arrangements.



Eddie Mahe, Jr. & Associates, Inc.

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Travis Horel  
June 29, 1987  
Page 3

Whatever operational approach is undertaken the issue of computerization must be addressed. Because the price of adequate hardware to undertake this task would be relatively minimal, and no unique software requirements exists, it could be possible for the foundation to acquire this particular asset to maintain its own data base.

Ideally though, this still might best be done as part of the management contract utilization of IBM compatible equipment thus ensuring easy access. Beyond that, until and unless the role of the foundation is expanded by U.S.A.I.D. to take a more active role in lieu of other groups in various democracy related activities, little more than this would seem necessary.

There is one role specifically and another possible on that do need to be explored as areas in which the foundation could potentially have a very positive influence even though other similar organizations already are very active in these areas.

The first is some education/seminar activities focused on election process officials perhaps supported by some type of periodical publication.

However, as noted, other groups are already active in both these areas, with the possible exception of a publication, so until and unless a unique perspective or approach is developed or seen as necessary, considerable caution should be exercised when launching such programs.

It is determined that there is a role and a need for one or the other or both of these programs, then the question of office and staff would have to be revisited. However, because in the case of both these programs they would be country specific and sporadic in their functioning, outside contracts might still well be the most practical approach.

And, because the foundation should be in a supporting role to CAPEL and other indigenous organizations, it is not necessary to duplicate their on-going activities.

It is possible the entire operation could be conducted through outside contracts but at the least all major operation activities should be undertaken utilizing that approach with the function of any office that is set up limited to routine maintenance and activities.

This is possible because of the quality of the Board that has been recruited and because there is only a legitimate need for action when the USG calls.



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Travis Horel  
June 29, 1987  
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It must be noted though that even as limited as this function is, it is a critically needed function to assure that it is done, well done, rather than moving to an expanded role which could ultimately result in the focus on this original function being dissipated and leaving the USG in the same situation which initially precipitated this program.

This may well mean that in this instance a smaller more focused effort might in fact be the most desirable effort if the ongoing goal is to be met in a timely and efficient fashion.

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Eddie Mahe, Jr. & Associates, Inc.

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## ADDENDUM 3

### INTERNATIONAL FOUNDATION FOR ELECTORAL SYSTEMS

#### Its Mission and Its Operational Philosophy

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Because each country is unique and the election process needs even more so, the Foundation will not develop "programs" as such but rather will identify and develop resources so that the program element can always be tailor made to the specific need as it may be defined by an on-site election assessment which is the most basic, and may be the most vital, service the Foundation will be performing.

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Particular emphasis will be placed on five broad areas within the total data base:

- 1) Legal materials, e.g., constitutions, election laws, etc.
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- 3) Commodity related information, e.g., sources of various materials such as ink and paper.
- 4) Identification of experts and maintenance of current address files.
- 5) Identification of other entities around the world which would also be committed to the same objectives and knowing their resources and their strengths.

Obviously, there are many mutations of these five broad areas but these adequately describe the totality of the data base which must be maintained.

If the Board determines, as is recommended, that the Foundation have no ongoing generic programs, then the Foundation should have little or no need for any ongoing professional staff and thus the overhead costs associated with such a staff. Whenever a need arises and a request is made for an election assessment, a group could be assembled ad hoc from the data base that uniquely reflects the experience necessary to deal with the particular need and country involved.

The Foundation should make every effort to avoid involving itself in activities that in any way are duplicative of what is being done by other organizations. There is a clear need for the type of election process assistance which it is envisioned this Foundation could provide and any dilution away from this primary agenda will weaken the overall effort, not strengthen it.



ADDENDUM 4

MEMORANDUM

January 23, 1987

TO: Peter McPherson  
Jay Morris  
Bob Carter  
Rich Bissell  
Travis Horel

CC: Jan Baran

FROM: Ladonna Y. Lee  
Eddie Mahe, Jr.

RE: Board of Directors  
Democracy Program

Within the next few weeks it will be necessary to determine who should be asked to serve on the Board of the Foundation we are now in the process of creating.

Before we get to the point of debating various "names" we felt that a better first step would be to agree first on some general criteria that we would expect each Board Member to meet and then secondly agree on what the totality of the Board should be when all the members have been selected.

In the first instance, for example, we strongly believe that all members should have had some personal involvement in electoral politics, and not merely as an observer, i.e., members of the press.

In the second instance, for example, we strongly believe that the Board must be bi-partisan.

Beyond such basic concepts, though, we would like to suggest that the totality of the Board needs to be thought of in a much broader sense as well as in terms of its impact on the "community."

As we all know, a number of organizations already exist whose mission to the uninitiated would probably sound very similar and many perhaps even identical, even though each very much has its own niche.

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Most, if not all, of these other groups have bounds that generally meet the type of criteria we are talking about, but also have that mystical quality of "prestigious." While one or more may not want each member to be so described, we do believe that the total impression must to some extent reflect that quality so that the Foundation for Democracy, Inc. will be accorded the same status as the other existing groups now have.

We have developed our initial thinking as to criteria, which is attached. We would urge each of you to review and contemplate same and at your convenience in the next couple of weeks by phone or in writing let us hear from you.

At the same time, we have begun compiling a list of names, as I know some of you have also done, but we would suggest that any circulation and discussion of specific people be deferred until we re-circulate the criteria reflecting everybody's contribution to our initial efforts.

:thh  
10C.00711.013



Eddie Mahe, Jr. & Associates, Inc.

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## OVERALL BOARD CRITERIA

Ri-partisan

Men and women

A minimum of two minorities, i.e., Asian, Hispanic or Black with the greater emphasis perhaps on the latter two as Central/South America and Africa are where the Foundation is likely to be more active.

At least one current or past elected official, preferably House or Senate member.

Hopefully one alumnus of A.I.D. or the State Department.

At least one and preferably two or more from outside Washington.



## SPECIFIC BOARD MEMBER CRITERIA

Personal involvement in the election process as a candidate, party official, staff worker or major volunteer role to assure full understanding and sensitivity to the full range of nuances in the election process.

That generally the person's "claim to fame" is not just process oriented, i.e., campaign consultants or junkies, but is established in some other endeavor as well which could include either elective politics or government.

Adequate foreign travel and preferable some in LDC type places, to understand the challenge.

A demonstrated interest in/concern for assisting in the securing and/or expansion of democracies around the world.

The time commitment will be fairly minimal so there should be no expected remuneration for time spent functioning as a Board Member and only out-of-pocket travel expenses should ever be reimbursed.

The capacity and willingness to speak publicly on behalf of the Foundation.

10C.00711.013



Eddie Mahe, Jr. & Associates, Inc.

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March 23, 1987

MEMORANDUM

TO: Bob Carter  
Travis Horel

FROM: Eddie Mahe, Jr.  
Ladonna Y. Lee

RE: Foundation Board and Name Selection

Attached are our original memos detailing the recommended criteria for the proposed foundation board, both collectively and individually.

Because of the recommendation by A.I.D. attorneys that Members of Congress not serve on the board, we are striking Congressmen Bill Richards and Nancy Johnson from our recommended list (attached).

We would concur with the recommendation to consider Richard Stone, former Senator and Presidential Special Envoy for Central Affairs for President Carter.

We urge extreme sensitivity be exercised in the name selection and the board selection because of the current allegations that "democracy organizations" are involved in the contra controversy.

Both the official organization and the initial activities of the proposed foundation must not inadvertently compromise its ability to provide election process assistance to emerging democracies as was envisioned upon the undertaking of this effort.

10C.00907.034



Recommendation List  
for the  
Board of Directors of the Proposed Foundation

February 25, 1987

DON FOWLER

Mr. Don Fowler, a veteran Democratic leader, has recently been chosen as chief executive officer of the Democratic National Convention. He is in charge of all planning and organization for the convention to be held in Atlanta in mid-July 1988. He was also chairman of the Democratic National Committee's Fairness Commission responsible for preparing the delegate selection rules for the 1988 convention. He served as Democratic State Chairman for South Carolina from 1971-1980. Mr. Fowler is president of Fowler Communications, a consulting firm and a professor at the University of South Carolina.

BILL GREENER, JR.

Bill Greener, Jr. served formerly under the Ford Administration as Deputy Press Secretary from April to December 1975. He also served as Public Affairs Director for the Office of Management and Budget. He was Assistant Secretary for the Department of Defense from December 1975 to July 1976. Mr. Greener is currently associated with G.D. Searle & Co.

NANCY L. JOHNSON

Nancy L. Johnson was elected to the U.S. House of Representatives in 1982 to represent Connecticut's sixth Congressional District. She served in the state Senate from



1976-1982. Ms. Johnson was a member of the U.S. Official Observer Delegation to the 1985 Honduran Presidential Elections.

W. HENSON MOORE

W. Henson Moore, former Representative from Louisiana's sixth Congressional District, served in the U.S. House of Representatives from 1975 until 1986. After his 1986 defeat for Russell Long's retired Senate seat, Moore joined the firm of Sutherland, Asbill & Brennan, a Washington based law firm.

NATALIE MYERS

Natalie Myers is currently serving her second term as Colorado Secretary of State. She is considered by many to be Colorado's top political technician with over twenty years of political experience. She is active in the Colorado State Republican Party, for which she served as Political Director in 1980. In 1986, Ms. Myers traveled to the Philippines as a member of the U.S. Official Observer Team monitoring the Presidential Election.

NORMA PAULUS

Norma Paulus, former Secretary of State for the State of Oregon, was the first woman elected to a statewide office. After leaving the Secretary of State's office, Paulus ran an unsuccessful campaign for Governor in 1986. After nearly a decade in private law practice, Paulus was elected to the Oregon House of Representatives in 1970. She was one of five Americans invited by the West German government to take part in a 1984 study of the role of women in West German society. Ms. Paulus also served as



a member of the U.S. Official Observer Team to the 1986 Philippine Presidential Election. Currently Paulus is of counsel to the law firm Paulus, Rhoten and Lien.

CONGRESSMAN BILL RICHARDSON

Congressman Bill Richardson was elected to the U.S. House of Representatives in 1982 where he represents the third district of New Mexico. He served as staff member to the Senate Subcommittee on Foreign Relations from 1975-1978. He also worked for the Office of Congressional Relations from 1973-1975 and was a Legislative Management Officer for the State Department. Congressman Richardson was a member of the official observer team that traveled to Guatemala to monitor the 1985 Presidential Election and was involved with other Third World election campaigns.

ROBERT D. RAY

Robert Ray was elected Governor of Iowa in 1969 and served until 1981. He was selected to chair the Platform Committee at the Republican National Convention in 1976. Ray was one of six Governors in one of the first groups invited to tour the People's Republic of China in 1974. A year later, he joined seven other Governors on a mission to the Soviet Union.

HARRISON H. SCHMITT

Harrison H. Schmitt, is a man with a diverse background - geologist, scientist, astronaut, pilot, administrator, educator, writer, and United States Senator. Among his many achievements, he served as a member of the President's Foreign Intelligence



Advisory Board and organized and directed the activities of the Scientist Astronaut Office and Energy Program Office for NASA. He was elected to the U.S. Senate from New Mexico in 1976. Mr. Schmitt earned a PhD in Geology from Harvard in 1964, and he currently works as a consultant.

MARK A. SIEGEL

Mark A. Siegel formerly served as Deputy Assistant to President Carter from 1977-1978 and among his duties, he conducted political reviews of policy issues. He also served as Executive Director of the Democratic National Committee from 1975-1977. During his term, he advised on legislation with particular involvement in the Federal Election Act Amendments. Mr. Siegel is president of Mark A. Siegel and Associates, Inc., specializing in policy planning and policy presentation.

RICHARD THORNBURGH

Richard Thornburgh served as Governor of the State of Pennsylvania for two terms, 1978 and 1982. He recently accepted the position as President of the Institute of Politics at the J.F. Kennedy School of Government at Harvard University. Prior to being elected Governor of Pennsylvania, Thornburgh was Assistant U.S. Attorney General for the U.S. Department of Justice from 1975-1977.

CLIFTON WHITE

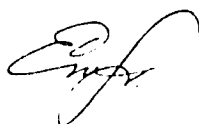
Clifton White, who has been a member of the Republican Party for three decades, has recently been appointed to the Board of Directors of CAPEL. He serves as a director of the

International Public Affairs consulting firm. In addition to advising business leaders on government and politics on the international and national levels, he has also been involved first hand with several elections abroad. He observed the 1986 Costa Rican Presidential elections last February and has been involved with numerous Third World election campaigns.

PERCY WILSON

Percy Wilson is currently Vice President of the African Development Foundation Management Staff. He is a former Peace Corps Director for Sierra Leone, Africa. Wilson led a study group entitled "The Impact of U.S. Foreign Aid on Africa's Development." He also served as a Fellow at the Institute of Politics at the J.F. Kennedy School of Politics at Harvard University.

10C.00809.024



Eddie Mahe, Jr. & Associates, Inc.

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GOVERNMENT OF THE DISTRICT OF COLUMBIA  
DEPARTMENT OF CONSUMER AND REGULATORY AFFAIRS  
BUSINESS REGULATION ADMINISTRATION



C E R T I F I C A T E

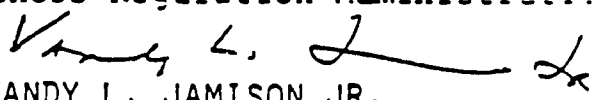
ADDENDUM 6

THIS IS TO CERTIFY that all applicable provisions of the DISTRICT  
OF COLUMBIA NONPROFIT CORPORATION ACT have been complied with and  
accordingly, this CERTIFICATE of INCORPORATION  
is hereby issued to INTERNATIONAL FOUNDATION FOR ELECTORAL SYSTEMS,  
INC.

as of JULY 7, 19 87.

Donald G. Murray  
Director

Henry C. Lee, III  
Acting Administrator  
Business Regulation Administration

  
VANDY L. JAMISON JR.  
Superintendent of Corporations  
Corporations Division

ASSISTANT

Marion Barry, Jr.  
Mayor

ADDENDUM 7

BYLAWS  
OF  
INTERNATIONAL FOUNDATION FOR ELECTORAL SYSTEMS, INC.  
(A Non-Profit Corporation)

ARTICLE I

Name

The name of the corporation shall be International Foundation for Electoral Systems, Inc. (hereinafter called the "Corporation").

ARTICLE II

Offices

2.1 Registered Offices. The registered office of the Corporation shall be located at Suite 100, 412 First Street, S.E., the City of Washington in the District of Columbia.

2.2 Other Offices. The Corporation may also have offices at such other places, both within and without the District of Columbia and the United States as the Board of Director may from time to time determine or the affairs of the Corporation may require.

ARTICLE III

A. Purposes

3.1 Statement of Purpose. The general purposes for which the Corporation is organized are exclusively charitable and educational within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended. The Corporation shall gather and disseminate information about the

electoral process. The Corporation shall accomplish this purpose through the creation and maintenance of a data base on the administration of elections; through field work; through the organization, promotion, and supervision of conferences of election law administrators and experts from various countries; and by the dissemination of publications and material concerning the electoral process.

3.2 Enabling Cause. The Corporation may, within the limits of applicable law, do all things necessary or desirable for the attainment of its stated purposes, and for all purposes incident to or resulting from such stated purposes.

#### ARTICLE IV

##### Policy

4.1 The Corporation shall not engage in any regular business of any kind carried on for a profit.

4.2 No part of the net earnings of the Corporation shall inure to the benefit of, or be distributed to, its officers or directors or other private persons, except that the Corporation shall be authorized and empowered to pay to any of them reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes as set forth above.

4.3 Notwithstanding any other provision of these articles, the Corporation shall not carry on any activities not permitted to be carried on (a) by a corporation exempt

from federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1986 or (b) a corporation contributions to which are deductible under Section 170(c)(2) of such code.

4.4 Reference in these articles to any provision of the Internal Revenue Code of 1986 shall include the corresponding provision of any future United States Internal Revenue law.

#### ARTICLE V

##### Duration

The Corporation shall have perpetual existence, but may be dissolved at any time by a vote of its Board of Directors.

#### ARTICLE VI

##### Directors

6.1 The management of the Corporation shall be vested in a Board of Directors. The Board of Directors shall consist of five members.

6.2 A majority of the Board of Directors then in office may elect additional directors.

6.3 No Member of Congress shall serve as a Director of the Corporation.

6.4 Directors shall hold office for a term of five years or until their successors are elected or qualified, except that three members of the Board of Directors shall



initially be elected for five year terms, two for three year terms, and two for one year terms. Directors shall be elected at an Annual Meeting of the Board, or at a special meeting of the Board called for that purpose, if necessary.

6.5 Any Director, by notice in writing to the Board, may resign at any time. Any Director may be removed from office without assigning any cause by a majority vote of the remaining Directors then in office. A vacancy in any Director position may be filled for the balance of the term at a meeting of the Board by a majority vote of the remaining Directors then in office

#### ARTICLE VII

##### Quorum; Voting

Except as otherwise expressly provided, (a) each Director shall be considered for quorum purposes and shall be entitled to vote at any meeting of the Board; (b) a majority of the whole number of Directors then in office shall constitute a quorum for the transaction of business at any meeting of the Board; and (c) the vote of a majority of the Directors present at a meeting at which a quorum is present shall constitute the action of the Board except as otherwise expressly noted herein.

ARTICLE VIII

Meetings of the Board

The Board shall hold an annual meeting. The Annual Meeting of the Board shall be held at such time and place as may be fixed by the Board, or if no time or place has been fixed by the Board at such time and place as may be fixed by the President. Special meetings of the Board may be called by the President, the Secretary or any two Directors.

ARTICLE IX

Notice of Meetings of the Board

Written notice of the time and place of each meeting of the Board shall be given by the Secretary or the person or persons calling the meeting not more than sixty days and not less than two days before the date of such meeting to each Director. Such notice need not specify the purposes of the meeting, unless otherwise required by law, and may be given by any reasonable means. Notice of any meeting shall be considered given if mailed or otherwise sent or delivered in writing to each Director at his or her address specified in the records of the Corporation. The giving of notice (1) shall be deemed to be waived by any Director who shall attend and participate in such meeting without protesting, prior to or at the commencement of such meeting, the lack of proper notice and (2) may be waived, in a writing, by any Director either before, at or after such meeting.

ARTICLE X

Powers

The Board shall have general charge of the affairs, property and assets of the Corporation. It shall be the duty of the Directors to carry out the aims and purposes of the Corporation and, to this end, to manage and control all of its property and assets.

ARTICLE XI

Committees

The Board may, from time to time, create an executive committee of the Board and other committees. The Board may delegate to any such committee that consists solely of Directors any of the authority of the Board that it may lawfully delegate, other than the authority to fill vacancies under Article VI of these Bylaws or to take any of the actions described in Article SIXTH of the Articles of Incorporation, provided that any such committee to which authority is delegated shall consist of at least three Directors. Each such committee shall serve at the pleasure of the Board, and shall be subject to the control and direction of the Board; provided, however, that any third party shall not be adversely affected by relying upon any act by any such committee within the authority delegated to it. Each such

committee shall act by not less than a majority of the whole authorized number of its members.

The Board of Directors may also establish a committee to be known as the International Board of Overseers, which shall consist of representatives of emerging and established democracies, and which shall provide for an exchange of ideas concerning the work of the Corporation; provided, however, that such International Board of Overseers shall exercise none of the authority of the Board of Directors of the Corporation.

## ARTICLE XII

### Action Without a Meeting

Any action that might be taken at any meeting of the Board (including, without limitation, any action provided for in Article EIGHTH of the Articles of Incorporation) or at any meeting of a committee may be taken without such meeting by a writing or writings signed by all of the Directors or all of the members of such committee, as the case may be. The writing or writings evidencing such action shall be filed with the Secretary of the Corporation and inserted in the permanent records relating to meetings of the Board.

ARTICLE XIII

Officers and Agents

14.1 Officers. The officers of the Corporation shall consist of a President, a Treasurer and a Secretary and such other officers as the Board shall from time to time appoint.

14.2 Election. Officers shall hold office until the date fixed in accordance with these Bylaws for the Annual Meeting of the Board next following the election of such officers and until their successors are elected and qualified; provided, however, that any officer may be removed without cause by the Board.

14.3 Duties. The officers shall have such authority and shall perform such duties as are customarily incident to their respective offices and such other and further duties as are prescribed in these Bylaws and as may from time to time be required of them by the Board

14.4 Other Officers and Agents. The Board of Directors may appoint such other officers and agents as it may deem necessary for the transaction of the business of the Corporation. All such officers and agents shall respectively have such authority and perform such duties in the management of the property and affairs of the Corporation as may be set forth in these bylaws or designated by the Board of Directors.

14.5 Removal. Without limitation of any right of an officer or agent to recover damages for a breach of contract, the Board of Directors may remove any officer or agent whenever, in their judgment, the interests of the Corporation will be served thereby.

## ARTICLE XV

### Indemnification

15.1 Right of Indemnification. To the maximum extent permitted by the District of Columbia Nonprofit Corporation Act, D.C. Code § 29-505(14), or the successor provision of D.C. law from time to time in effect, and subject to the limitations and procedures set forth in that provision, the Corporation shall indemnify any current or former Officer or Director (or any person who may have served at its request as an Officer or Director of another corporation, whether for profit or not for profit), against expenses actually and necessarily incurred in connection with any action, suit or proceeding in which such person is a party, by reason of having been a director or officer of the Corporation (or of such other corporation), except in relation to any matter in which such person shall be adjudged in such action, suit or proceeding to be liable for negligence or misconduct in the performance of duty.

15.2 Expenses. Expenses, including attorneys' fees, incurred in defending any action, suit or proceeding referred

to in Section 15.2 of this Article may be paid by the Corporation in advance of the final disposition of such action, suit, or proceeding as authorized by the Board in the specific case upon receipt of an undertaking by or on behalf of the Director, officer, employee, or agent to repay such amount unless it shall ultimately be determined that such person is entitled to be indemnified by the Corporation as authorized in this Article.

15.3 Non-Exclusivity. The indemnification provided by Section 15.2 of this Article shall not be deemed exclusive of any other rights to which those seeking indemnification may be entitled under the law or any agreement, vote of disinterested Directors, or otherwise, both as to action in such person's official capacity and as to action in another capacity while holding such office, and shall continue as to a person who has ceased to be a director, officer, employee or agent and shall inure to the benefit of the heirs, executors, and administrator of such a person.

## ARTICLE XVI

### Insurance

The Corporation, to the extent permitted by D.C. law, may purchase and maintain insurance on behalf of any person who is or was a Director or officer of the Corporation, or is or was serving at the request of the Corporation as a Director, officer, employee or agent of another corporation

(domestic or foreign, non-profit or for profit) partnership, joint venture, trust or other enterprise.

#### ARTICLE XVII

17.1 General. Whenever, under the provisions of the statutes, of the Articles of Incorporation or of the Bylaws, notice is required to be given to any Director, this shall not be construed to mean personal notice, if such notice may be given in writing, by mail, addressed to such director, at his or her address as it appears on the records of the Corporation, with postage thereon, prepaid and such notice shall be deemed to be given at the time when the same shall be deposited in the United States mail. Notice to Directors may also be given by telegram.

17.2 Waiver. Whenever notices are required to be given under the provisions of the statutes or the Articles of Incorporation or these Bylaws, a waiver thereof in writing signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be equivalent thereto.

#### ARTICLE XVIII

##### General Provisions

18.1 Fiscal Year. The fiscal year of the Corporation shall be fixed by resolution of the Board of Directors.



18.2 Effective Date and Amendment. These Bylaws shall become effective upon approval by the Board of Directors, and may thereafter be amended or repealed at any time by act of the Board.

## EXHIBIT-C

The Foundation will fulfill its objectives through the development of five major capabilities:

- I. Election Observation
- II. Technical Election Assistance
- III. Statistical Election Analysis
- IV. Election Problem Analysis
- V. Information Transfer

The Foundation will maintain these capabilities by serving as a clearing house for election expertise, knowledge of technology and the transmission of election data. The primary means of accomplishing the objective will be to establish and maintain a data base. This data base will include election specialists and political generalists in the United States and other countries.

The data base will maintain a listing of vendors, and products, and hardware generally needed in election processes along with a listing of their availability and where to find them on a worldwide basis.

I. ELECTION OBSERVATION

The Foundation will facilitate the collection of electoral data by sending election experts, when appropriate, to observe certain elections and analyze the integrity of the election system.

II. TECHNICAL ELECTION ASSISTANCE

In the event that a country requests technical electoral assistance, the Foundation, serving as a catalyst and as a repository can draw from its data base to provide electoral expertise for any election mandate which is requested.

A. Establishment of the body of laws and regulations necessary to hold free and fair elections and the creation of the entity which will administer these laws and oversee in its entirety the conduct of the election process.

B. Development and updating voter registration lists.

J. Establishment and fostering of an environment which will allow democracy to flourish by educating the citizens on the voting process and encouraging the continued commitment of the citizens and their leaders to continued open and free elections.

### III. STATISTICAL ELECTION ANALYSIS

A great deal of research has been done in this and other countries to ascertain the meaning of various elections. The Foundation would not have to engage in a great deal of primary research in this program. It will simply have to collect and have available information developed by other institutions. Such information would include census data (along with an assessment of the reliability of the data), a determination of the Voting Age Population, election statistics, turnout statistics, and other such relevant information that are key indicators of the health of a society and its political system.

### IV. ELECTION PROBLEM ANALYSIS

Available experience will be utilized in identifying a problem and tailoring available resources to the specific needs of a

given situation. Historical data on local election experience will be gathered to address such problems.

V. ELECTION INFORMATION TRANSFER

There are two objectives within this program.

1. The identification of other entities around the world which could be committed to the same objectives. The Foundation could then insure that open and close communication was developed and that cooperation be fostered.
2. The Foundation will also attempt to provide a forum for a broad range of international experts to share their opinions and thereby continue the process of democratic institution building worldwide. This of course would be specifically focused on the technical election process.

efcl

EXHIBIT D

DIRECTORS

<u>NAMES</u>	<u>ADDRESSES</u>
F. Clifton White	8 Joshua Lane Greenwich, CT 06830
Richard Scammon	1321 Connecticut Ave., NW Washington, D.C. 20036
Richard Stone	Capitol Bank 815 Connecticut Ave., NW Washington, D.C. 20006
James Cannon	3345 Q Street, NW Washington, D.C. 20007
Patricia Hutar	American Medical Association Office of Internal Medicine 535 N. Dearborn Ave. Chicago, IL 60610

OFFICERS

President:	F. Clifton White	Address- same as above
Treasurer:	"Richard Stone"	Address- same as above
Secretary:	Patricia Hutar	Address- same as above

Financial Data

Projected Support and Revenue

<u>Support and Revenue</u>	<u>Year Ending</u> <u>9-30-88</u>	<u>Year Ending</u> <u>9-30-89</u>	<u>Year Ending</u> <u>9-30-90</u>
1. Gross contributions, gifts, grants and similar amounts received	\$205,700	\$300,000	\$365,000
2. Gross dues and assessments to members	0	0	0
3. (a) Gross amounts derived from activities related to organization's exempt purpose	0	0	0
(b) Minus cost of sales	0	0	0
4. (a) Gross amounts from unrelated business activities	0	0	0
(b) Minus cost of sales	0	0	0
5. (a) Gross amount received from sales of assets, excluding inventory items	0	0	0
(b) Minus cost or other basis and sales expenses of assets sold	0	0	0
6. Investment income	0	0	0
7. Other income	0	0	0
8. Total support and revenue	\$205,700	\$300,000	\$365,000
<u>Expenses</u>			
9. Fundraising expenses	0	0	0
10. Contributions, gifts, grants, and similar amounts paid	0	0	0

International Foundation for Electoral Systems, Inc.  
Form 1023

Page 2 of Exhibit E

E-2

11. Disbursements to or for benefit of members	0	0	0
12. Compensation of officers, directors, and trustees	0	0	0
13. Other salaries and wages (See Schedule 1 attached)	\$ 86,300	\$ 92,000	\$ 115,000
14. Interest	0	0	0
15. Rent	\$ 18,000	\$ 18,000	\$ 18,000
16. Depreciation and depletion	0	0	0
17. Other Expenses:			
a. Program Operations (See Schedule 1)	\$ 40,000	\$ 83,000	\$125,000
b. Travel (See Schedule 1)	29,900	75,000	75,000
c. Office furniture rent	6,000	6,000	6,000
d. Word processing equipment rental	6,000	6,000	6,000
e. Subscriptions	1,500	1,500	1,500
f. Telephone expense	12,000	12,000	12,000
g. Mail	6,000	6,500	6,500
18. Total expenses	\$205,700	\$300,000	\$365,000



International Foundation for Electoral Systems, Inc.  
Form 1023  
Schedule 1

Sch. 1

First Year

Salaries

Executive Director (GS-14/4 equiv.)	\$ 50,338
Adm. Assistant (GS-9/4 equiv.)	<u>24,705</u>
	75,043
Benefits @ 15%	<u>11,257</u>
<u>SUBTOTAL</u>	\$ 86,300

Program Operations

Election observation, analysis, technical electoral  
assistance and information dissemination

Research and analysis, selection of election experts, and library development	\$ 5,000
Development of election data base (staff training and computer equipment)	20,000
Sponsoring of meetings, seminars and workshops/ election assistance networking	<u>15,000</u>
<u>SUBTOTAL</u>	\$ 40,000

Travel

ASIA: 3 10-day trips at \$3,500 each (Sri Lanka, Philippines, Korea)	10,500	
Burma: 2 6-day trips at \$2,500 each	5,000	
LAC: 3 10-day trips at \$3,000 each	9,000	
Chile: 2 7-day trips at \$2,000 each	4,000	
Bahamas: 2 5-day trips at \$700 each	<u>1,400</u>	
	<u>SUBTOTAL</u>	29,900

Overhead

Rent (one year)	\$18,000	
Office furniture	6,000	
Word processing equipment rental		6,000
Subscriptions		1,500
Phone		12,000
Mail		<u>6,000</u>
	<u>SUBTOTAL</u>	\$25,500
<u>TOTALS</u>	<u>\$180,199</u>	<u>\$25,500</u>

Second Year

Salaries

Executive Director	\$55,000	
Adm. Assistant	\$25,000	
Benefits @ 15%	<u>\$12,000</u>	
<u>SUBTOTAL</u>	\$92,000	

Program Operations

A) Election observation, analysis, technical electoral assistance and information dissemination	\$58,000	\$25,000
B) Travel	<u>\$50,000</u>	<u>\$25,000</u>
<u>SUBTOTAL</u>	\$100,000	\$50,000

Overhead

\$50,000

<u>TOTALS</u>	<u>\$200,000</u>	<u>\$100,000</u>
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Third YearSalaries

Executive Director		\$55,000
Adm. Assistant		\$25,000
Research Assistant		\$20,000
Benefits @ 15%		<u>\$15,000</u>
<u>SUBTOTAL</u>		\$115,000

Program Operations

A) Election observation, analysis, technical electoral assistance and information dissemination		\$125,000
B) Travel		<u>\$ 75,000</u>
<u>SUBTOTAL</u>		\$200,000

Overhead

\$50,000

<u>TOTALS</u>	<u>\$200,000</u>	<u>\$165,000</u>
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ADDENDUM 8

ARTICLES OF INCORPORATION

OF

INTERNATIONAL FOUNDATION FOR ELECTORAL SYSTEMS, INC.  
(A Non-Profit Corporation)

TO: Department of Consumer and Regulatory Affairs  
Corporate Division  
Washington, D.C. 20001

We, the undersigned, natural persons of the age of twenty-one years or more, acting as incorporators of a non-profit Corporation adopt the following Articles of Incorporation for such Corporation pursuant to the District of Columbia Non-Profit Corporation Act:

FIRST: The name of the Corporation is:  
International Foundation for Electoral  
Systems, Inc.

SECOND: The period of duration is perpetual.

THIRD: The Corporation is organized exclusively:

1. For charitable and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986. The Corporation shall gather and disseminate information about the electoral process. The Corporation shall accomplish this purpose through the creation and maintenance of a data base on the administration of elections; through field work; through the organization, promotion, and supervision of conferences of election law administrators and experts from various countries; and by the dissemination of publications and material concerning the electoral process.

FILED

JUL 7 1987

BY: \_\_\_\_\_

*WJ*

*24*

2. To do and carry on any lawful business or activity whatsoever in connection with the foregoing that is calculated, directly or indirectly, to promote the aforesaid purpose of the Corporation, or that results from the aforesaid purpose.

3. Solely for the above purposes, the Corporation is empowered to exercise all rights and powers conferred by the laws of the District of Columbia upon not-for-profit corporations, including, but without limitation thereon, the rights and powers to receive gifts, devises, bequests and contributions in any form, and to use, apply, invest and reinvest the principal or income therefrom or to distribute the same for the above purpose.

FOURTH: All references in these Articles to Sections of the Internal Revenue Code or Code shall be considered references to the Internal Revenue Code of 1986, as from time to time amended, and to the corresponding provisions of any similar law subsequently enacted.

FIFTH: It is intended that this Corporation shall have the status of a corporation which is exempt from federal income taxation under Section 501(a) of the Code as an organization described in Section 501(c)(3) of the Code and which is other than a private foundation by reason of being described in Section 509(a)(1) or (2) of the Code. These Articles shall be construed accordingly, and all powers and activities of the Corporation shall be limited

accordingly. The Corporation shall not carry on propaganda or otherwise attempt to influence legislation to such extent as would result in loss of its exemption from federal income tax under Section 501(c)(3) of the Code.

SIXTH: The Corporation shall have no members or classes of membership.

SEVENTH: The management of the affairs of the Corporation shall be vested in a Board of Directors. The Board of Directors shall consist of not fewer than five directors. The exact number, terms, qualifications and manner of election of the Board of Directors shall be as set forth in the Bylaws, except that no Member of Congress shall serve as a director of the Corporation.

EIGHTH: The Board of Directors may from time to time adopt and amend Bylaws for the conduct of the affairs of the corporation.

NINTH: Upon the dissolution of the Corporation, the Board of Directors shall, after paying or making provisions for the payment of all of the liabilities of the Corporation, distribute all of the assets of the Corporation exclusively for charitable or educational purposes to the federal government, an agency or agencies thereof, or to an organization or organizations with purposes substantially the same as those described in Article THIRD, which are then organizations described in Section 501(c)(3) of the Code and which are other than a private foundation. Any of such

assets not so distributed shall be distributed by the Court in the county in which the principal office of the Corporation is at the time located, exclusively for the aforesaid purposes of the Corporation or to such organization or organizations described in Section 501(c)(3) and which are other than a private foundation as said Court shall determine.

TENTH: The address, including street and number, of the corporation's registered office is Suite 100, 412 First Street, S.E., Washington, D.C. 20003, and the name of its initial registered agent at such address is B. Melvin Hurwitz, who is a resident of the District of Columbia and whose business address is the same as the Corporation's registered office. Such registered office and agent to receive notice or process may be changed from time to time by the Board of Directors of the Corporation, so long as it continues to comply with the laws of the District of Columbia.

ELEVENTH: The number of directors constituting the initial Board of Directors is five (5), and the names and addresses of the persons who are to serve as the initial directors until their successors be elected and qualified are:

<u>NAMES</u>	<u>ADDRESSES</u>
F. Clifton White	8 Joshua Lane Greenwich, CT 06830



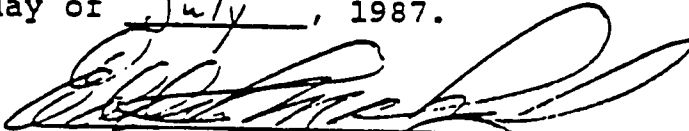
Richard Scammon	1321 Connecticut Ave., NW Washington, D.C. 20036
Richard Stone	Capitol Bank 815 Connecticut Ave., NW Washington, D.C. 20006
James Cannon	3345 Q Street, NW Washington, D.C. 20007
Patricia Hutar	American Medical Association Office of Internal Medicine 535 N. Dearborn Ave. Chicago, IL 60610

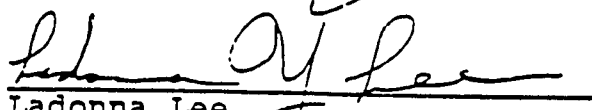
TWELFTH: The Incorporators of this Corporation, and their names and addresses are:

<u>NAMES</u>	<u>ADDRESSES</u>
Eddie Mahe, Jr.	3174 Readsborough Court Fairfax, VA 22031
Ladonna Lee	1037 South 26th Road Arlington, VA 22202
Melissa Williams	518 2nd Street, SE Washington, D.C. 20003

THIRTEENTH: The Corporation is not authorized to issue capital stock.

IN WITNESSETH WHEREOF, we have signed these Articles of Incorporation on this 3<sup>rd</sup> day of July, 1987.

  
 \_\_\_\_\_  
 Eddie Mahe, Jr.

  
 \_\_\_\_\_  
 Ladonna Lee

  
 \_\_\_\_\_  
 Melissa Williams

I, Marilee S. Navarro, a Notary Public, hereby certify that on the 3<sup>rd</sup> day of July, 1987, personally appeared before me:

Eddie Mahe, Jr.  
Ladonna Lee  
Melissa Williams

who executed the foregoing Articles of Incorporation of which this Certificate is made a part, and hereby acknowledged the same to be their Act and further acknowledged that, to the best of their knowledge, the matters and facts stated therein are true.

Marilee S. Navarro  
NOTARY PUBLIC My Commission Expires April 24, 1989  
My commission expires: \_\_\_\_\_

ADDENDUM 9

Form <b>872-C</b> (Rev. July 1981)	Department of the Treasury—Internal Revenue Service <b>Consent Fixing Period of Limitation          Upon Assessment of Tax Under Section          4940 of the Internal Revenue Code</b> (See instruction 2 of Part IV—Form 1023 instructions.)	OMB No. 1545-0056 Expires May 31, 1984 To be used with Form 1023. Submit in duplicate.
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Under section 6501(c)(4) of the Internal Revenue Code, and as part of a request filed with Form 1023 that the organization named below be treated as a publicly supported organization under section 170(b)(1)(A)(vi) or section 509(a)(2) during an extended advance ruling period,

<u>International Foundation for Electoral Systems, Inc.</u> (Name of organization)  _____ (Number, street, city or town, State, and ZIP code)	} and the _____ District Director
--	--------------------------------------

consent and agree that: (check one)

- If the first tax year in the extended advance ruling period is at least 8 months long, then the period for assessing tax (imposed under section 4940 of the Code) for any of the 5 tax years in the extended advance ruling period will extend 8 years, 4 months, and 15 days beyond the end of the first tax year.
- If the first tax year in the extended advance ruling period is less than 8 months long, then the period for assessing tax (imposed under section 4940 of the Code) for any of the 6 tax years in the extended advance ruling period will extend 9 years, 4 months, and 15 days beyond the end of the first tax year.

However, if a notice of deficiency in tax for any of these years is sent to the organization before the period expires, then the time for making an assessment will be further extended by the number of days the assessment is prohibited, plus 60 days.

Ending date of first tax year.....

International Foundation for Electoral Systems, Inc.		Date
Name of organization		8/14/87
Officer or trustee having authority to sign		
Signature		
District Director		Date

By ►

AMOUNT OF DEPOSIT (Do NOT type; please print.)  
DOLLARS CENTS

Darken only one TYPE OF TAX and Darken only one TAX PERIOD

TAX YEAR MONTH →

EMPLOYER IDENTIFICATION NUMBER ←

BANK NAME/  
DATE STAMP

Name \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_  
State \_\_\_\_\_ ZIP \_\_\_\_\_

Telephone number ( ) \_\_\_\_\_

FOR BANK USE IN MICR ENCODING

941	Sch. A	1st Quarter
940	1120	2nd Quarter
943	990-T	3rd Quarter
720	990-C	4th Quarter
CT-1	1042	
990-PF		49

Federal Tax Deposit Coupon  
Form 8109-B (Rev. 1-87)

SEPARATE ALONG THIS LINE AND SUBMIT TO DEPOSITARY WITH PAYMENT →

OMB NO. 1545-0257

## IMPORTANT

Read instructions carefully before completing Form 8109-B Federal tax deposit coupons.

**Note:** The entries other than in the name and address section and the telephone number are processed by optical scanning equipment and must be completed by hand in the manner specified. The name and address section and the telephone number may be completed other than by hand. When completing the hand entries, we suggest you use a soft lead pencil (for example, a #2 pencil) so that the entries can be read more accurately by the optical scanning equipment. Do NOT use photocopies of the coupons to make your deposits.

**Paperwork Reduction Act Notice.**—We ask for this information to carry out the Internal Revenue laws of the United States. We need it to ensure that taxpayers are complying with these laws and to allow us to figure and collect the right amount of tax. You are required to give us this information.

**Purpose of Form.**—Use Form 8109-B deposit coupons to make tax deposits only in the following two situations:

- (1) You have reordered your preprinted deposit coupons (Form 8109) but you have not yet received them; or
- (2) You are a new entity and have already been assigned an employer identification number (EIN), but have not yet received your initial supply of preprinted deposit coupons (Form 8109).

**Note:** You should get your reordered coupons (or your initial supply) within 5-6 weeks of the reorder (or receipt of your EIN). If you do not, please contact your local IRS office.

If you have applied for an EIN, have not received it, and a deposit must be made, send your payment to your Internal Revenue Service Center. Make your check or money order payable to IRS and show on it your name (as shown on Form SS-4, Application for Employer Identification Number), address, kind of tax, period covered, and date you applied for an EIN. Do NOT use Form 8109-B in this situation.

Do not use Form 8109-B to deposit delinquent taxes for which you have been assessed by the IRS. Pay those taxes directly to the IRS.

### Types of Tax.—

- Form 941 — Withheld Income and Social Security Taxes. (Includes Form 941 series of returns.)
- Form 940 — Federal Unemployment (FUTA) Tax. (Includes Form 940PR.)
- Form 943 — Agricultural Withheld Income and Social Security Taxes. (Includes Form 943PR.)
- Form 720 — Excise Tax.
- Form CT-1 — Railroad Retirement and Railroad Unemployment Repayment Taxes.
- Form 990-PF — Excise Tax on Private Foundation Net Investment Income.
- Schedule A — Backup Withholding. (Reported on Forms 941 and 941E.)
- Form 1120 — Corporation Income Tax. (Includes Form 1120 series of returns and Form 2438.)
- Form 990-T — Exempt Organization Business Income Tax.

**How To Complete Form 8109-B.**—Enter your name exactly as shown on your return or other IRS correspondence, address, and employer identification number in the spaces provided. If you are required to file a Form 1120, Form 990-C, Form 990-PF (with net investment income), Form 990-T, or Form 2438, enter the month in which your tax year ends in the "TAX YEAR MONTH" boxes. For example, if your tax year ends in January, enter 01; if it ends in June, enter 06; if it ends in December, enter 12. Please make your entries for employer identification number and tax year month (if applicable) in the manner specified in *Amount of Deposit* below. Darken one box each in the "Type of Tax" and "Tax Period" columns as explained below.

### Amount of Deposit.—

Enter the amount of the deposit in the space provided.

Enter amount legibly, forming the characters as shown below:

1	2	3	4	5	6	7	8	9	0
---	---	---	---	---	---	---	---	---	---

Handprint money amounts without using dollar signs, commas, a decimal point, or leading zeros. The commas and decimal point are already shown in the entry area.

For example, a deposit of \$7,635.22 would be entered like this:

DOLLARS					CENTS	
				7	6	3522

If the deposit is for whole dollars only, enter "00" in the "CENTS" boxes.

- Form 990-C — Farmers' Cooperative Association Income Tax.
- Form 1042 — Withholding at Source.

### How To Determine the Proper Tax Period.—

- (a) Payroll Taxes and Withholding:  
(Forms 941, Schedule A (Form 941), 940, 943, 1042, and CT-1)

If your liability was incurred during:

- January—March, darken the 1st quarter box
- April—June, darken the 2nd quarter box
- July—September, darken the 3rd quarter box
- October—December, darken the 4th quarter box

**Note:** If the liability was incurred during one quarter and deposited in another quarter, darken the box for the quarter in which the tax liability was incurred. For example: If the liability was incurred in March and deposited in April, darken the 1st quarter box.

(Continued on back of page.)

**Application for Recognition of Exemption  
 Under Section 501(c)(3) of the Internal Revenue Code**

OMB No. 1545-0056  
 Expires 3-31-89

To be filed in the key district  
 for the area in which the  
 organization has its principal  
 office or place of business.

For Paperwork Reduction Act Notice, see page 1 of the instructions.

This application, when properly completed, constitutes the notice required under section 508(a) of the Internal Revenue Code so that an applicant may be treated as described in section 501(c)(3) of the Code, and the notice required under section 508(b) for an organization claiming not to be a private foundation within the meaning of section 509(a). (Read the instructions for each part carefully before making any entries.) If required information, a conformed copy of the organizing and operational documents, or financial data are not furnished, the application will not be considered on its merits and the organization will be notified accordingly. Do not file this application if the applicant has no organizing instrument (see Part II).

**Part I Identification**

1 Full name of organization International Foundation for Electoral Systems, Inc.		2 Employer identification number (If none, see instructions) Applied for	
3a Address (number and street) 412 First Street, S.E., Suite 100		Check here if applying under section: <input type="checkbox"/> 501(e) <input type="checkbox"/> 501(f) <input type="checkbox"/> 501(k)	
3b City or town, state, and ZIP code Washington, D. C. 20003		4 Name and telephone number of person to be contacted George J. Rabil (202) 347-1843	
5 Month the annual accounting period ends September	6 Date incorporated or formed July 7, 1987	7 Activity codes 125 149 910	
8 Has the organization filed Federal income tax returns or exempt organization information returns? . . . . . <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If "Yes," state the form number(s), years filed, and Internal Revenue office where filed.			

**Part II Type of Entity and Organizational Document (see instructions)**

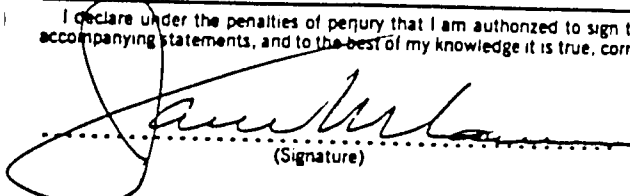
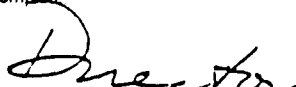
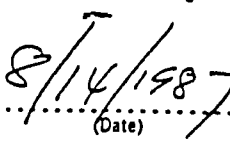
Check the applicable entity box below and attach a conformed copy of the organization's organizing document and bylaws as indicated for each entity.

Corporation—Articles of incorporation and bylaws <sup>Exhibit A</sup> <sup>Exhibit B</sup>  Trust—Trust indenture.  Other—Constitution or articles of association and bylaws.

**Part III Activities and Operational Information**

- 1 What are or will be the organization's sources of financial support? List in order of size.  
 Financial support will be obtained from grants, private individuals, foundations, exempt organizations, and corporate donors.
- 2 Describe the organization's fund-raising program, both actual and planned, and explain to what extent it has been put into effect. (Include details of fund-raising activities such as selective mailings, formation of fund-raising committees, use of professional fund raisers, etc.) Attach representative copies of solicitations for financial support.  
 Only minimal direct fund-raising solicitation have been undertaken to date. Plans for future fund-raising will be developed by the Board of Directors or a special committee of the Board of Directors. The applicant does not plan to hire professional fund-raisers.

I declare under the penalties of perjury that I am authorized to sign this application on behalf of the above organization and I have examined this application, including the accompanying statements, and to the best of my knowledge it is true, correct, and complete.

 (Signature)  (Title or authority of signer)  (Date)

**Part III** Activities and Operational Information (Continued)

**3** Give a detailed narrative description of the organization's past, present, and proposed future activities, and the purposes for which it was formed. The narrative should identify the specific benefits, services, or products the organization has provided or will provide. If the organization is not fully operational, explain what stage of development its activities have reached, what further steps remain for it to become fully operational, and when such further steps will take place. (Do not state the purposes and activities of the organization in general terms or repeat the language of the organizational documents.) If the organization is a school, hospital, or medical research organization, include enough information in your description to clearly show that the organization meets the definition of that particular activity that is contained in the instructions for Part VI-A.

See Exhibit C

**4** The membership of the organization's governing body is:

**a** Names, addresses, and titles of officers, directors, trustees, etc.

**b** Annual compensation

See Exhibit D

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**Part III** Activities and Operational Information (Continued)

4 c Do any of the above persons serve as members of the governing body by reason of being public officials or being appointed by public officials? . . . . .  Yes  No  
If "Yes," name those persons and explain the basis of their selection or appointment.

d Are any members of the organization's governing body "disqualified persons" with respect to the organization (other than by reason of being a member of the governing body) or do any of the members have either a business or family relationship with "disqualified persons?" (See the Specific Instructions for line 4d.) . . . . .  Yes  No  
If "Yes," explain.

e Have any members of the organization's governing body assigned income or assets to the organization, or is it anticipated that any current or future member of the governing body will assign income or assets to the organization? . . . . .  Yes  No  
If "Yes," attach a complete explanation stating which applies and including copies of any assignments plus a list of items assigned.

5 Does the organization control or is it controlled by any other organization? . . . . .  Yes  No  
Is the organization the outgrowth of another organization, or does it have a special relationship to another organization by reason of interlocking directorates or other factors? . . . . .  Yes  No  
If either of these questions is answered "Yes," explain.

6 Is the organization financially accountable to any other organization? . . . . .  Yes  No  
If "Yes," explain and identify the other organization. Include details concerning accountability or attach copies of reports if any have been submitted.

7 a What assets does the organization have that are used in the performance of its exempt function? (Do not include property producing investment income.) If any assets are not fully operational, explain their status, what additional steps remain to be completed, and when such final steps will be taken. The Foundation is new, and thus has no existing assets. It is contemplated that the Foundation will receive and hold funds for its exempt purposes.

b To what extent have you used, or do you plan to use, contributions as an endowment fund, i.e., hold contributions to produce income for the support of your exempt activities?  
Such use is not planned at the present time.

8 Will any of the organization's facilities be managed by another organization or individual under a contractual agreement? . . . . .  Yes  No  
If "Yes," attach a copy of each contract and explain the relationship between the applicant and each of the other parties.

**Part III** Activities and Operational Information (Continued)

9 a Have the recipients been required or will they be required to pay for the organization's benefits, services, or products?  Yes  No  
If "Yes," explain and show how the charges are determined.

b Does or will the organization limit its benefits, services, or products to specific classes of individuals?  Yes  No  
If "Yes," explain how the recipients or beneficiaries are or will be selected.

10 Is the organization a membership organization?  Yes  No  
If "Yes," complete the following:

a Describe the organization's membership requirements and attach a schedule of membership fees and dues.

b Describe your present and proposed efforts to attract members, and attach a copy of any descriptive literature or promotional material used for this purpose.

c Are benefits, services, or products limited to members?  Yes  No  
If "No," explain.

11 Does or will the organization engage in activities tending to influence legislation or intervene in any way in political campaigns?  Yes  No  
If "Yes," explain. (Note: You may wish to file Form 5768, Election/Revocation of Election by an Eligible Section 501(c)(3) Organization to Make Expenditures to Influence Legislation.)

12 Does the organization have a pension plan for employees?  Yes  No

13 a Are you filing Form 1023 within 15 months from the end of the month in which you were created or formed as required by section 508(a) and the related regulations? (See General Instructions.)  Yes  No

b If you answer "No," to 13a and you claim that you fit an exception to the notice requirements under section 508(a), attach an explanation of your basis for the claimed exception.

c If you answer "No," to 13a and section 508(a) does apply to you, you may be eligible for relief under regulations section 1.9100 from the application of section 508(a). Do you wish to request relief?  Yes  No

d If you answer "Yes," to 13c, attach a detailed statement that satisfies the requirements of Rev. Proc. 79-63.

e If you answer "No," to both 13a and 13c and section 508(a) does apply to you, your qualification as a section 501(c)(3) organization can be recognized only from the date this application is filed with your key District Director. Therefore, do you want us to consider your application as a request for recognition of exemption as a section 501(c)(3) organization from the date the application is received and not retroactively to the date you were formed (see instructions)?  Yes  No

**Part IV** Statement as to Private Foundation Status (see instructions)

1 Is the organization a private foundation?  Yes  No

2 If you answer "Yes," to question 1 and the organization claims to be a private operating foundation, check here  and complete Part VII.

3 If you answer "No," to question 1, indicate the type of ruling you are requesting regarding the organization's status under section 509 by checking the box(es) below that apply:

a Definitive ruling under section 509(a)(1), (2), (3), or (4)  Complete Part VI.

b Advance ruling under  sections 509(a)(1) and 170(b)(1)(A)(vi) or  section 509(a)(2)—see instructions.

(Note: If you want an advance ruling, you must complete and attach two Forms 872-C to the application.)

6/



**Part V Financial Data**

Statement of Support, Revenue, and Expenses for the period beginning October 1, 19 87 and ending September 30, 19 90.

Note: Complete the financial statements for the current year and for each of the three years immediately before it. If in existence less than four years, complete the statements for each year in existence. If in existence less than one year, also provide proposed budgets for the two years following the current year.

Support and Revenue	1	Gross contributions, gifts, grants, and similar amounts received . See Exhibit E attached	1	None*
	2	Gross dues and assessments of members . . . . . See Schedule 1 attached	2d	
	3 a	Gross amounts derived from activities related to organization's exempt purpose (attach schedule) . . . . .		
	b	Minus cost of sales . . . . .	3c	
	4 a	Gross amounts from unrelated business activities (attach schedule) . . . . .		
	b	Minus cost of sales . . . . .	4c	
	5 a	Gross amount received from sale of assets, excluding inventory items (attach schedule) . . . . .		
	b	Minus cost or other basis and sales expenses of assets sold . . . . .	5c	
6	Investment income (see instructions) . . . . .	6		
7	Other revenue (attach schedule) . . . . .	7		
8	<b>Total support and revenue</b> . . . . .	8		
Expenses	9	Fundraising expenses . . . . .	9	
	10	Contributions, gifts, grants, and similar amounts paid (attach schedule) . . . . .	10	
	11	Disbursements to or for benefit of members (attach schedule) . . . . .	11	
	12	Compensation of officers, directors, and trustees (attach schedule) . . . . .	12	
	13	Other salaries and wages . . . . .	13	
	14	Interest . . . . .	14	
	15	Rent . . . . .	15	
	16	Depreciation and depletion . . . . .	16	
	17	Other (attach schedule) . . . . .	17	
	18	<b>Total expenses</b> . . . . .	18	
	19	Excess of support and revenue over expenses (line 8 minus line 18) . . . . .	19	

**Balance Sheet**  
(at the end of the period shown above)

<b>Assets</b>			
20	Cash: a Interest bearing accounts . . . . .	20a	None*
	b Other . . . . .	20b	
21	Accounts receivable, net . . . . .	21	
22	Inventories . . . . .	22	
23	Bonds and notes (attach schedule) . . . . .	23	
24	Corporate stocks (attach schedule) . . . . .	24	
25	Mortgage loans (attach schedule) . . . . .	25	
26	Other investments (attach schedule) . . . . .	26	
27	Depreciable and depletable assets (attach schedule) . . . . .	27	
28	Land . . . . .	28	
29	Other assets (attach schedule) . . . . .	29	
30	<b>Total assets.</b> . . . . .	30	
<b>Liabilities</b>			
31	Accounts payable . . . . .	31	
32	Contributions, gifts, grants, etc., payable . . . . .	32	
33	Mortgages and notes payable (attach schedule) . . . . .	33	
34	Other liabilities (attach schedule) . . . . .	34	
35	<b>Total liabilities.</b> . . . . .	35	
<b>Fund Balances or Net Worth</b>			
36	<b>Total fund balances or net worth</b> . . . . .	36	
37	<b>Total liabilities and fund balances or net worth</b> (line 35 plus line 36) . . . . .	37	

If there has been any substantial change in any aspect of your financial activities since the period shown above ended, check the box and attach a detailed explanation

\* The Foundation is new. It will be funded by contributions. Its first annual accounting period will end September 30, 1987.

**Part VI Non-Private Foundation Status (Definitive ruling only)**

**A.—Basis for Non-Private Foundation Status (Check one of the boxes below.)**

The organization is not a private foundation because it qualifies as:

	✓	Kind of organization	Within the meaning of	Complete
1		a church or a convention or association of churches	Sections 509(a)(1) and 170(b)(1)(A)(i)	
2		a school	Sections 509(a)(1) and 170(b)(1)(A)(ii)	
3		a hospital or a cooperative hospital service organization or a medical research organization operated in conjunction with a hospital	Sections 509(a)(1) and 170(b)(1)(A)(iii)	
4		a governmental unit described in section 170(c)(1)	Sections 509(a)(1) and 170(b)(1)(A)(v)	
5		being organized and operated exclusively for testing for public safety	Section 509(a)(4)	
6		being operated for the benefit of a college or university that is owned or operated by a governmental unit	Sections 509(a)(1) and 170(b)(1)(A)(iv)	Part VI.—B
7	x	normally receiving a substantial part of its support from a governmental unit or from the general public	Sections 509(a)(1) and 170(b)(1)(A)(vi)	Part VI.—B
8		normally receiving not more than one-third of its support from gross investment income and more than one-third of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions (subject to certain exceptions)	Section 509(a)(2)	Part VI.—B
9		being operated solely for the benefit of or in connection with one or more of the organizations described in 1 through 4, or 6, 7, and 8 above	Section 509(a)(3)	Part VI.—C

**B.—Analysis of Financial Support (Complete if you checked box 6, 7, or 8 above.) N/A**

	(a) Most recent tax year	(Years next preceding most recent tax year)			(e) Total
	19 .....	(b) 19 .....	(c) 19 .....	(d) 19 .....	
1 Gifts, grants, and contributions received	No funds have been received as yet.**				
2 Membership fees received					
3 Gross receipts from admissions, sales of merchandise or services, or furnishing of facilities in any activity that is not an unrelated business within the meaning of section 513					
4 Gross investment income (see instructions for definition)					
5 Net income from organization's unrelated business activities not included on line 4					
6 Tax revenues levied for and either paid to or spent on behalf of the organization					
7 Value of services or facilities furnished by a governmental unit to the organization without charge (not including the value of services or facilities generally furnished the public without charge)					
8 Other income (not including gain or loss from sale of capital assets)—attach schedule					
9 Total of lines 1 through 8					
10 Line 9 minus line 3					
11 Enter 2% of line 10, column (e) only					

12 If the organization has received any unusual grants during any of the above tax years, attach a list for each year showing the name of the contributor, the date and amount of grant, and a brief description of the nature of such grant. Do not include such grants on line 1 above—(See instructions).

(continued on next page)

\*\* Proposed budget for the first three years is attached as Exhibit E.

b2



ADDENDUM 10

MEMORANDUM

February 25, 1987

TO: Travis Horel  
FROM: Ladonna Y. Lee  
RE: Identification of Countries for Democracy Foundation

Attached is a draft questionnaire to be filled out by A.I.D. Mission Directors to assist in identifying potential needs in developing democracies. (We might also suggest that when the questionnaire is disseminated we include the desk officers to inform them and involve them in the process of gathering information.)

A short memo describing the program and the concept piece on the foundation would also be sent with the questionnaire.

Following your review of the questionnaire, we would propose a meeting with the A.I.D. Regional A.A.s for their input before the questionnaire is finalized and disseminated. Our target date for sending the questionnaires to the field would be March 15, 1987.

We are preparing a cover memo for the AID Regional AAs so please do not disseminate the questionnaire yet. However, because of your trip we wanted you to have a sense of the approach we are taking.

10B.00804.024



## ELECTION INFORMATION QUESTIONNAIRE

The purpose and focus of this questionnaire is to establish initial direction and data from within AID, whereby information about democratic developments and elections can be obtained and directed to the newly formed Democracy Foundation. This initial information will assist in forming and then adding to the foundation's data base on a continuing basis, thus enabling it to anticipate and respond quickly and effectively to any request for election process assistance from U.S./AID.

### Questionnaire

1. If elections are held in this country, when is the next election? (If there are no elections or the elections which are held are only a governmental exercise in show rather than substance, then refer to Question 12.)

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2. When was the last election? Is there any information on how the election was conducted and what the results were, i.e., after action report?

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3. What type of elections are held, or what is the system by which they elect their officials?

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4. What is the infra-structure within the government by which they conduct elections? (Please attach a copy of the election law) Is there an election commission? How are they selected and do they operate continually or just when elections are imminent?

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5. Has the United States (AID) given any election assistance to the country in the past, i.e., funds to assist in registration of voters, computers, software; election commodities - ballots, ink, ballot boxes; voter educational programs; advertising to prompt voters to the polls.

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6. Do other countries give any election assistance in any overt form? Are there regional support groups who give assistance? Are there private groups such as foundations, church organizations, labor or trade unions, or political parties with worldwide ties, i.e., Christian Democrats, lending assistance monetarily, educationally, or politically?

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7. Is there any comprehensive training programs for election officials, i.e., poll workers, poll watchers? Are there non-governmental training organizations, i.e., women's organizations, political party training?

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8. Have there been any studies done on elections by foundations, universities, or other organizations?

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9. What political sensitivities are there concerning the government and its elections? Also any information that is felt pertinent on the political parties.

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10. Who are some of the key people who know and understand the system, both in and out of the government?

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11. How can this new organization help in both understanding the election system and perhaps prepare for an impending need which may be directed at State/AID for assistance in upcoming elections?

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12. For countries with no election or elections which are more or less meaningless, it would be helpful to know if there are any signs or movement toward giving the people a voice in the process of choosing their leadership. We realize this can be a very sensitive subject and at the same time just a futile process, it would nonetheless assist us in establishing the direction of our efforts.

1) Are there any grassroots or other organizations which are putting pressure on the current government to hold free elections? If so, what organizations are there? Is there information on these organizations? Do we support any of these groups overtly? Are there key people in these organizations who can be contacted?

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2) Is there regional pressure being applied to move the country toward a more democratic process whereby the people can express themselves?

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3) Where a country holds elections which are really only a prefatory exercise in placating the people, are there parties or political organizations which show signs of having an ability to change this? Are they actively looking for assistance and are there key people who can be contacted?

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ELECTIONS

APRIL 30, 1987

AFRICA

COUNTRY: Malaysia TYPE: Legislative	DATE: April 1987
COUNTRY: Gambia, The TYPE: Legislative	DATE: May 5, 1987
COUNTRY: Gambia, The TYPE: Presidential	DATE: May 5, 1987
COUNTRY: South Africa TYPE: Presidential	DATE: May 6, 1987
COUNTRY: Djibouti TYPE: Legislative	DATE: May 21, 1987
COUNTRY: Djibouti TYPE: Presidential	DATE: June 1987
COUNTRY: Brundi TYPE: Legislative	DATE: October 1987
COUNTRY: Egypt TYPE: Presidential	DATE: October 10, 1987
COUNTRY: Senegal TYPE: Legislative	DATE: February 1988
COUNTRY: Senegal TYPE: Presidential	DATE: February 1988
COUNTRY: Cameroon TYPE: Legislative	DATE: May 1988
COUNTRY: Madagascar TYPE: Legislative	DATE: August 1988
COUNTRY: Kenya TYPE: Presidential	DATE: August 1988
COUNTRY: Seychelles TYPE: Legislative	DATE: August 1988
COUNTRY: Equatorial Guinea TYPE: Legislative	DATE: August 1988



COUNTRY: Ethiopia TYPE: Legislative	DATE: August 28, 1988
COUNTRY: Swailand TYPE: Legislative	DATE: October 1988
COUNTRY: Benin TYPE: Legislative	DATE: June 1989
COUNTRY: Botswana TYPE: Legislative	DATE: September 8, 1989

#### ASIA

COUNTRY: Thailand TYPE: Legislative	DATE: April 1987
COUNTRY: Indonesia TYPE: Legislative	DATE: May 1987
COUNTRY: South Korea TYPE: Presidential	DATE: February 25, 1988
COUNTRY: Indonesia TYPE: Presidential	DATE: March 1988

#### EUROPE

COUNTRY: Ireland TYPE: Legislative	DATE: April 25, 1987
COUNTRY: Iceland TYPE: Presidential	DATE: April 25, 1987
COUNTRY: Malta TYPE: Legislative	DATE: May 1987
COUNTRY: Malta TYPE: Presidential	DATE: May 1987
COUNTRY: United Kingdom, The TYPE: Prime Minister	DATE: June 1987
COUNTRY: United Kingdom, The TYPE: Legislative	DATE: June 1987
COUNTRY: Fiji	DATE: July 1987

TYPE: Legislative

COUNTRY: India  
TYPE: Presidential

DATE: July 1987

COUNTRY: Denmark  
TYPE: Legislative

DATE: January 1988

COUNTRY: Denmark  
TYPE: Presidential

DATE: January 1988

COUNTRY: Italy  
TYPE: Legislative

DATE: June 1988

COUNTRY: Italy  
TYPE: Presidential

DATE: June 1988

COUNTRY: Sweden  
TYPE: Legislative

DATE: September 1988

COUNTRY: Sweden  
TYPE: Presidential

DATE: September 1988

#### FAR EAST

COUNTRY: Isreal  
TYPE: Presidential

DATE: May 1988

COUNTRY: Iran  
TYPE: Legislative

DATE: May 17, 1988

COUNTRY: Israel  
TYPE: Legislative

DATE: July 1988

COUNTRY: Iraq  
TYPE: Legislative

DATE: October 1988

COUNTRY: Lebanon  
TYPE: Presidential

DATE: September 1989

COUNTRY: Singapore  
TYPE: Legislative

DATE: December 1989

LATIN AMERICA/CARIBBEAN

COUNTRY: St. Lucia TYPE: Legislative	DATE: May 3, 1987
COUNTRY: Philippines TYPE: Legislative	DATE: May 11, 1987
COUNTRY: Bahamas, The TYPE: Legislative	DATE: June 10, 1987
COUNTRY: Bahamas, The TYPE: Presidential	DATE: June 10, 1987
COUNTRY: Haiti TYPE: Local	DATE: November 15, 1987
COUNTRY: Haiti TYPE: Presidential	DATE: November 29, 1987
COUNTRY: Argentina TYPE: Legislative	DATE: December 1987
COUNTRY: Bolivia TYPE: Municipal	DATE: December 1987
COUNTRY: Ecuador TYPE: Legislative	DATE: January 1988
COUNTRY: Paraguay TYPE: Legislative	DATE: February 1988
COUNTRY: Paraguay TYPE: Presidential	DATE: February 6, 1988
COUNTRY: El Salvador TYPE: Legislative	DATE: March 1988
COUNTRY: Barbuda/Antigua TYPE: Legislative	DATE: April 17, 1988
COUNTRY: Panama TYPE: Legislative	DATE: May 6, 1988
COUNTRY: Panama TYPE: Presidential	DATE: May 6, 1988
COUNTRY: Ecuador TYPE: Presidential	DATE: June 1988
COUNTRY: Mexico TYPE: Legislative	DATE: July 1988

COUNTRY: Mexico TYPE: Presidential	DATE: July 1988
COUNTRY: Nicaragua TYPE: Legislative	DATE: November 1988
COUNTRY: Jamaica TYPE: Legislative	DATE: December 1988
COUNTRY: Venezuela TYPE: Legislative	DATE: December 1988
COUNTRY: Venezuela TYPE: Presidential	DATE: December 1988
COUNTRY: Costa Rica TYPE: Legislative	DATE: February 1988
COUNTRY: Costa Rica TYPE: Presidential	DATE: February 1988
COUNTRY: Paraguay TYPE: Legislative	DATE: February 1988
COUNTRY: Paraguay TYPE: Presidential	DATE: February 1988
COUNTRY: St. Christopher TYPE: Legislative	DATE: July 25, 1989
COUNTRY: St. Christopher TYPE: Legislative	DATE: July 25, 1989
COUNTRY: Brazil TYPE: Mayorial	DATE: May 1989
COUNTRY: El Salvador TYPE: Presidential	DATE: May 1989
COUNTRY: Panama TYPE: Legislative	DATE: May 1989
COUNTRY: Panama TYPE: Presidential	DATE: May 1989
COUNTRY: Bolivia TYPE: Legislative	DATE: July 1989
COUNTRY: Honduras TYPE: Legislative	DATE: Novmeber 1989
COUNTRY: Belize TYPE: Legislative	DATE: December 4, 1989

COUNTRY: Grenada TYPE: Legislative	DATE: December 3, 1989
COUNTRY: Guatemala TYPE: Legislative	DATE: December 1989
COUNTRY: Guatemala TYPE: Presidential	DATE: December 1989
COUNTRY: Columbia TYPE: Legislative	DATE: March 1990
COUNTRY: Columbia TYPE: Presidential	DATE: March 1990
COUNTRY: Dominican Republic TYPE: Legislative	DATE: May 1990
COUNTRY: Dominican Republic TYPE: Presidential	DATE: May 1990
COUNTRY: Brazil TYPE: Legislative	DATE: November 1990
COUNTRY: Brazil TYPE: Presidential	DATE: November 1990

Election Specialists

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Director  
General Tribunal Regional Eleitoral  
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Secretario  
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Jeffrey W. Fischer  
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ADDENDUM 13

MEMORANDUM

TO: Eddie Mahe, Jr.  
Eddie Mahe, Jr. and Associates, Inc.

FROM: Helen Howe  
Jeff Fischer

SUBJECT: Haitian Election Project

DATE: September 21, 1987

This memorandum is to serve as a report on the meetings and an analysis of events in Haiti from September 13 to September 18, 1987 on a trip taken by Eddie Mahe, Jr., Helen Howe and Jeff Fischer to Port-au-Prince, concerning the upcoming Haitian elections. This report is divided into three sections: 1) a general scenario of the situation; 2) an analysis of unresolved issues and questions; and, 3) some future actions for consideration. Also included is a set of attachments which support the material with accompanying detail. A complete set of additional documents from the trip are included for your records. A list of meeting participants is shown as Attachment I.

I. GENERAL SCENARIO

The upcoming Haitian elections are being organized under the official jurisdiction of the Conseil Electoral Provisoire (CEP). The CEP was established by a decree of May 13, 1987 made possible under the new constitution. Although the CEP was designed to function autonomously of the government, Conseil National De Gouvernement (CNG), it does receive funding from the national Ministry of Finance. An initial budget of \$8.8 million has been established. The CEP is comprised of nine members selected from various institutions in the society including the Catholic Church, the Protestant Church, the universities, the news media, the cooperatives and others. Attachment II shows the CEP membership with associations indicated where known.

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The CEP intends to conduct the elections under a set of statutes which it adopted this year. The CEP intends to establish field offices in each of 9 election departments (BED's) and in each of 132 communal sections (BEC's). The Directeur Generale is Marc Antoine Noel and the Directeur d' Informatique Computer Director, who seems to function as second-in-command, is Jean-Claude Roy.

In addition to the CEP's activities in establishing the mechanics of the elections, there are international groups helping with support activities to promote the organization of the elections. First, the Organization of American States (OAS) has budgeted \$500,000 to provide supplies to accomplish these elections. A copy of the proposed budget from their local director, Ragnar Arensen, is included as Attachment III. In addition, the Canadian government has contributed 16,000 ballot boxes and polling booths, called isoairs, for the election. The CAPEL organization has had an individual in Port-au-Prince for a period of time, Francisco Way, working on the voter identification card, the polling place layout, ballot structure, and voter registrar training. The Centre de Developpement des Ressources Humaines (CDRH) has proposed public education programs and training programs for election day workers. CDRH budget information is included in the documents enclosed. Voter registration books have already been printed in Venezuela.

The upcoming elections will involve five levels of public office, two on the local level and the remaining three being national in scope. These offices include: 1) Conseil d'Administration des Sections Communales (CASEC), similar to county offices; 2) Conseils Municipaux, similar to city offices; 3) Deputes, similar to congressional seats; 4) Senateurs, similar to senate seats; and 5) President de la Republique, the highest elected office. All are elected on a direct and secret ballot. Three people are elected by relative majority from each CASEC. Each municipal district elects three members, one mayor and two representatives, by a relative majority. There are 77 deputy districts where each deputy must be elected by a simple majority of 50% plus one vote. There are 27 senate seats with each department electing three senators by a system which will vary with the number of votes received by the field on the first ballot. The president is elected by a simple majority of 50% plus one vote.

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It is proposed that there be 6,000 polling places in the country with 500 persons being registered to vote at each polling place. A three-part registration record including a voter registration card has been proposed by the CAPEL representative. A copy of the card is included with enclosed documents. In fact, it was reported that 3,000,000 of such registration records have already been printed in Venezuela. These records are printed on a three part form with 500 records per book, 6,000 books in total. The first page is for the CEP headquarters, the second page is the voter identification card and the third page is for the departmental registration record.

Financial oversight for CAPEL's involvement with the election is being provided by Jean-Paul Poirier of Price Waterhouse.

## II. UNRESOLVED ISSUES AND QUESTIONS

### A. The CEP

The CEP's interpretations of the election law, combined with what was described as indecisiveness, have resulted in very slow progress in the establishment of the election mechanism. In addition, the president of the council has recently suffered a stroke and is hospitalized in Miami, Florida. However, during our visit, the CEP members were reported to be establishing departmental offices in locations outside of Port-au-Prince. An election calendar establishing when the municipal, national primary and national run-off elections will be scheduled has yet to be formally announced. Candidate filing procedures and dates have not been established. In fact, the proposed date for the national primary of November 29 has been requested by CEP staff to be delayed for at least two weeks. The CEP Directeur Generale, Marc Antoine Noel, indicated a preference for municipal elections to be held three weeks prior to the scheduled November 29 election, however, no date has been established. If a run-off election is required, it will be held about four weeks after the national primary. On the basis of the only announced date of November 29, this would make the run-off election on December 27. This date is noted because of its potential impact on the availability of poll workers during the Christmas season and the uncertain impact of such seasonal events on the election process.

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### B. Ballot Boxes and Polling Places

The proposed 6,000 polling places for each election have not, to any extent, been identified. There has been discussion about using churches and schools, however, there has been no formal contact with representatives of such groups.

The Canadian government has contributed 16,000 ballot boxes and polling devices for the election. However, the ballot boxes have a hole for insertion of the ballot only 1 centimeter by 4 centimeters in size. As a result, an enlargement of the hole must be performed before the ballot boxes are functional. In addition, on the basis of an allocation of 3 devices per polling place, there is a 2,000 device shortage of the 18,000 required.

Efforts were made to look at these devices, however, this could not be arranged with either the CEP or the Ministry of Interior. However, the Canadian embassy may produce a sketch of the devices which would provide some visual aid in evaluating their construction. This is to be delivered to Richard Burns's office. He could be contacted to fax a copy to your office. An additional contact was made with a Mr. Louis LaVoie in Ottawa, Canada on the ballot boxes. He indicated that the ballot boxes were constructed of aluminum with sliding lids which come off completely. A seal both locks the box and holds on the lid. The base of each box is 7 1/4" X 10 1/2". It stands 14 3/4" high, the top is 9 1/4" X 12 1/2". Each box can hold a maximum of 572 ballots approximately 7" X 4" in size.

The CAPEL representative has provided a layout on the basic polling place configuration. A copy of this layout and his sketch of the ballot box are shown as Attachments IV and V. On the basis of the hardware dimensions and other space considerations, the layout shown in the attachment would require about 1,015 square feet to be operational. Such a space obligation could have a significant impact on the availability of suitable polling places. The CEP staff was requested to consider having polling places set up outside so that space would not represent a problem.

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The hours of the voting are from 6:00 A.M. to 6:00 P.M. However, in late November it is estimated that sunrise does not occur until around 6:30 A.M. If ballot materials and voting devices must be set up in places which have no electricity, some accommodation for light must be made at the polls where set-up will occur in darkness and open at 6:00 A.M.

### C. Voter Registration

Jean-Claude Roy supports registering voters in advance of the elections. During a conversation with him, he alluded to articles he has written on the subject. One article was found in the newspaper Le Nouvelliste which concerned his support of voter registration. This article is included in the enclosed documents. However, the CEP and CAPEL are operating with different timetables for conducting the voter registration process. The CAPEL representative indicated that it would occur from October 1 to October 30. The CEP discussed a ten-day timetable for the registering of 3,000,000 voters. Poll locations, printing and other volume considerations are based upon a projected 3,000,000 registered voters. However, a 2,000,000 figure was what some officials indicated was closer to reality. Registration will be conducted through the CEP headquarters and its departmental offices. The CAPEL representative has drafted instructions on training procedures for the voter registrars which is included.

There are certain technical concerns associated with the registration process. First, some discussion has occurred about using facsimile devices to communicate registration information from the departmental offices to the CEP headquarters. However, this would mean that if a 3,000,000 voter registration effort was conducted in ten days, each departmental office would fax over 33,000 registrations per day for a grand daily total of almost 300,000. On the basis of 5 seconds per registration, this is a total daily incoming load of about 420 manhours of fax time. Further, it has been suggested that these voter registration lists be computerized. Since a triplicate record of each registration has already been created, the purpose of an additional computerized record is uncertain. In order to data enter 3,000,000 voter registration entries at an average of 3 minutes per entry, it is estimated that 15,000 manhours would be required to complete the process.

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A sufficient number of keyboards and trained personnel must be provided to accurately produce this list. Moreover, whenever information is transferred in such a fashion, the likelihood of errors increases.

The concept of same-day registration as a back-up to the formal registration effort was initially rejected by the CEP staff members. The use of indelible ink was also dismissed because of Jean-Claude Roy's claim that the ink used in the referendum election was not indelible and could be taken off.

It must be noted that the CEP staff has not planned for any contingencies given potential breakdowns in the formal registration efforts. It is reasonable to assume that some breakdowns can be predicted given logistical, societal, and administrative problems inherent in the process.

#### D. The Ballot

The ballot structure is defined by the election law as being separate sheets of paper for each of the candidates in the national races. There could easily be twelve to fifteen presidential candidates, one dozen senate candidates, and several deputy candidates running in each polling place. In fact, Marc Antoine Noel estimated that there would be 2,162 separate ballots required for the national primary. If 3,000,000 separate ballot packages must be printed in order to accommodate the ceiling registration figure, it would mean that 45,000,000 separate pieces would be required for the presidential primary alone. It was suggested that the volume of printing involved exceeds the capacities in Haiti itself.

From a printing standpoint, there are two further complexities. First, each of the ballots must be a different color according to the law. As a result, a variety of many color combinations will represent some additional expense. Next, each ballot must show a photograph of the candidate. The addition of any screening process in printing increases the expense and complexity of the project. Further candidate identification on each ballot is by a party or candidate symbol and the candidate's name in both French and Creole.

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It has been proposed by CAPEL that sets of these ballots be placed on tables in each polling place in stacks of 500 each. As a result, at any typical polling place there may be over 30 separate stacks of paper and over 15,000 separate sheets. Under this procedure, the voter must pick up one of each and an envelope, take this into a voting booth, and place the separate sheet of his candidate in the appropriate envelope. The unused ballots are placed in an envelope and thrown away in some manner.

As an alternative, Dominique Hudicourt of the CDRH has suggested a form of ballot structure which would place the ballots in a "coupon book" for each of the major races. All of the candidates for each of the races would be in the same book and could be torn out along a perforated side and voted. As a visual aid, Dominique and Frantz Ewald devised 4 mock-ups identical to the set enclosed as Attachment VI. One set was requested by Ambassador McKinley, one was given to Jean-Claude Roy at CEP and one set remained with Richard Burns and Linda Morse of US-AID.

#### E. Election Workers

The CAPEL organization has created a six page set of instructions for the training of voter registrars included with the documents. If there is one registrar per polling place it would mean that at least 6,000 individuals must be recruited and trained for that task.

Further, it is the plan for election day that 5 individuals staff each polling place. This means that 30,000 people must be recruited to work on election day. This figure allows no provision for alternate or back-up staff. It would be useful if all voter registrars could also be used as election day workers as well. No formal contacts have yet been made with organizations such as the Catholic Church which would have access to large pools of qualified potential workers. The CDRH is undertaking a three step training program for election day workers. However, its timetable is scheduled to begin on Wednesday, September 23, followed by subsequent sessions over the following two Wednesdays. Since the election calendar has not been formally established by the CEP, these training efforts could be beginning up to 12 weeks before an election occurs. This early instruction could have an impact on the quality of workers' performance on election day.

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It was suggested that each training session be recorded on audio tape and distributed to the participants so that there might be some opportunity for review.

#### F. Civic Education

The CDRH has conducted some civic education efforts to encourage participation in the voting process. T-shirts, posters and other announcements have been initiated. Under a further program, radio spots, animations and other devices are being developed. It was suggested that a broadly based and less controlled effort be budgeted about \$100,000 to \$125,000 for the widespread dissemination of posters, banners and other devices throughout the country. This effort would serve to involve people in the process, increase interest and also demonstrate that there are no security or safety problems associated with one's participation in the election.

The OAS representative mentioned that the CNG was also budgeting \$196,000 for some civic education under the direction of General Regala. A civic education portion of the OAS contribution of \$60,000 was eliminated at CNG's request.

#### F. Ballot Security

There has been no effective means established to transport 18,000 ballot boxes and polling booths as well as ballot items to 6,000 locations around the country. Marc Antoine Noel had devised a formula whereby 700 trucks would be used to accomplish the job in a ten day period. At a final meeting with Jean-Claude Roy, he requested assistance in the provision of helicopters to transport these items.

Other questions concerning the polling place hardware and ballot items remain open. These include the formation of a method by which the unused, unvoted ballots can be discarded. Another unanswered question is where the polling place hardware will be stored in between the primary and run-off elections. Additional concerns involve where voted ballots will be retained and for what period of time to allow requests for recounts. After the election, no long-term retention policy has been established for storage and destruction of voted ballots.

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There is a provision in the election law for a set of three additional people per polling place to serve on the Brigades de Vigilance. These groups would have oversight responsibilities to help maintain ballot security and order on election day. However, there has been no effort to recruit, organize and train any such workers. A group mentioned in association with this effort was MOVELH, Mouvement Electiones Libres et Hennotes.

A question posed to both CAPEL and CDRH representatives concerned which areas could be potentially problematic on election day. The CAPEL representative mentioned the l'Artibonite area. However, the CDRH also mentioned Cap-Haitien, Plateau Central, Les Cayes, Jeremie and Jean Rabel.

### III. FURTHER ACTION

Further action on this project involves two aspects of the process. First, there are several programs recently being initiated concerning election worker training, civic education and voter registration which should be monitored for progress and development. Since there is a maximum time frame of about 22 weeks between now and February 7 when a president must be inaugurated, some progress in these areas should be discernable within the next two weeks.

Next, a dialogue needs to be initiated with Haitian election officials in several key areas including polling place hardware use and transportation; ballot structure; vote computation; recount procedures; and, ballot security issues. Given the same time frame, these issues should be considered as priority items.

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