

**Fundación Internacional Para Sistemas Electorales**

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**DEMOCRACY AND ELECTORAL  
PROCESSES PROJECT  
USAID/EL SALVADOR  
1996-1998**

**PREPARED BY:**

**International Foundation for Election Systems**

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**DEMOCRACY AND ELECTORAL PROCESSES PROJECT**  
**USAID/EL SALVADOR**

**GLOSSARY OF KEY TERMS**

**SPANISH**

**ENGLISH**

Tribunal Supremo Electoral (TSE)

Supreme Electoral Tribunal (SET)

Registro Nacional de Personas Naturales (RNPN)

National Citizens' Registry

Organizaciones No-Gubernamentales (ONGs)

Non-Governmental Organizations (NGOs)

Voto Domiciliario

'Home' Vote (Vote Where You Register)

Documento Unico

Single ID Card

Junta Directiva

Board of Directors

Junta de Vigilancia

Supervisory (Oversight) Board

Carnets Electorales

Voter ID Cards

Junta Receptora de Voto (JRV)

Vote Receiving Board

Solicitud de Inscripcion del  
Registro Electoral (SIRE)

Voter Registration Application Form

Afiches

Authorization Cards

Mesa de Inscripcion

Registration Table/Site

Padron

Voter Registry

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# WORK PLAN FOR DEMOCRATIC AND ELECTORAL PROCESSES PROJECT IFES/SAN SALVADOR 1996-1998

## I. INTRODUCTION

The International Foundation for Election Systems (IFES), a private, non-partisan organization established in 1987 to support and strengthen democratic and electoral processes in emerging and established democracies around the world, has been awarded a contract to implement activities under the on-going Amendment to the Democratic and Electoral Processes Project No. 519-0391 by the USAID Mission to El Salvador in the form of an 18-month Indefinite Quantity Contract No. AEP-5468-I-00-6003-00 to address two specific problems; 1) limited citizen confidence/participation in the electoral process; and 2) problems in election administration.

IFES will implement a multi-faceted program structured for both an immediate and longer-term impact. Activities, more fully described below, include the provision of technical assistance and training materials, grants to support local NGOs, electoral restructuring (to include voter registry), and organizational development. IFES activities will be conducted primarily in coordination with the Tribunal Supremo Electoral (TSE), select local NGOs, and other local support organizations.

### KEY ASSUMPTIONS FOR SUCCESS OF PROJECT:

- 1) Collaboration of TSE and GOES;
- 2) NGOs with capacity to manage grants;
- 3) Electoral reforms adopted for Phase II.

**IFES is only responsible for systems design and training, not for registering/issuance of ID cards.**

## II. GLOBAL OBJECTIVES

- a) Increased accuracy in the voter registry system;
- b) Improved efficiency, effectiveness, and transparency in election administration;
- c) Fewer obstacles to citizen participation in the electoral process, especially among youth ages 16-22 and rural women.

### III. PROJECT DESCRIPTION AND GOALS

The goal of this Project is to achieve more inclusive and effective democratic processes. The Project purpose is to strengthen the integrity and inclusiveness of the Salvadoran democratic and electoral processes. The purpose will be accomplished not only through institutional strengthening of the TSE, and helping to launch the new national citizens' registry when the Government of El Salvador (GOES) approves it, but by going beyond public institutions and formal processes to stimulate pluralism and democratic practices among all citizens, with a particular focus on rural women and youth between ages 16-22.

The objective is to create an election process that is transparent and functions properly, allowing citizens to select their own governmental representatives, thereby contributing to the level of confidence in and legitimacy of the electoral process. IFES will provide ongoing technical assistance to the TSE in an effort to adequately plan and prepare for the 1997 legislative and municipal elections in the near-term and to strengthen the technical and administrative capabilities of its members and staff over the long-term.

IFES recognizes the importance of voter and civic education as instruments to help assure free and transparent electoral processes and as a part of institutionalizing values and practices that contribute to the realization and strengthening of democratic systems.

**Indicators to measure improved opportunity for better informed electoral decisions will include:**

- Percent of eligible voters with electoral carnets;
- Percent of eligible voters who are turned away because of absence on the voter registry;
- Percent of voters who can distinguish between political parties or candidates on key issues;
- Percent of people who can explain accurately how to vote.

**Indicators to measure increased coverage of civic education programs among Salvadoran citizens will include:**

- Number of people reached through NGO civic education training;
- Number of people reached through civic education radio programs.

Indicators to measure contribution of civil society to an improved electoral process will include:

- Number of public fora held to increase participation among GOES/TSE/NGOs/citizens;
- Increased media coverage of electoral reform issues;
- Number of times government officials participate publicly on electoral reform issues.

Indicators to measure improved organization and systems of the TSE will include:

- Number of officials trained in electoral procedures;
- Number of press releases issued from Press Center;
- Unified information system in place;
- Average time between application for registration and delivery to municipalities for carnet issuance.

#### IV. PROJECT STRATEGY

The strategy for this Project is based on lessons learned from previous election assistance activities in El Salvador, the most recent of which were completed in 1994. Among these lessons were that Salvadorans exhibited limited faith/participation in the electoral process; technical difficulties with the electoral registry plagued voting procedures; and general citizen awareness of candidates, issues, and registering/voting procedures was low, especially among youth and rural women.

The general target population of this Project will be the approximately 47% of eligible voters from past elections who did not vote -- either due to registration problems or because they chose not to vote -- plus newly eligible voters.

The Technical Assistance Project that IFES will implement in El Salvador over the next 18 months has three major components:

- 1) Tribunal Supremo Electoral (TSE)
  - Election Support
  - Institutional Strengthening

- 2) Citizen Involvement/Participation
- Voter and Civic Education Campaigns
  - Performance Monitoring & Evaluation

- 3) Other Selected Activities - RNPN \*
- *Voto Domiciliario*
  - *Documento Unico*

(\* IFES will work with the appropriate counterpart institutions to implement these activities if/when the GOES approves the implementation of the following selected electoral reforms: Voto Domiciliario and Documento Unico, in time for the 1999 elections.)

IFES has planned a multidisciplinary approach to the implementation of this project. A team of expert consultants will work together throughout the 18-month period to accomplish and coordinate activities. Although there are three distinct components to this project, IFES views it as a single effort to achieve the established goals. All efforts will be made to ensure that project activities will support and promote each other throughout the life of the project.

The project team will consist of long-term and short-term consultants, mainly from Latin America, and a solid technical staff of Salvadoran nationals. For the time being, the two program implementation specialists, one project manager and one grants manager, are the only two long-term international positions projected for the life of the project. The project will gain critical local support and coordination of TSE and NGO activities through the continuity to be provided by IFES regional coordinators.

Some of the consultants will come for individual activities, but the majority will come for one to two months at a time on an on-going basis. IFES believes that this method of providing periodic, on-going technical assistance prevents the creation of dependency on the expertise and abilities of an international consultant and promotes local initiative. This method will be successful in achieving the goals of each activity.

The project will be divided into two phases based on a natural break in the schedule of events. Phase I will run from September 1996 - May 1997; Phase II will run from June 1997 - February 1998.

**A. PHASE ONE ACTIVITY: (September 1996 - May 1997)**  
**General Project Coordination and Administration**

IFES will begin Phase One activity in El Salvador on/about September 9, 1996. Voter registration activities will be the focus through mid-November, when voter and civic education campaigns for the March elections will also begin to take shape. The

Tribunal Supremo Electoral (TSE) will be working on strengthening election administration, making their registration system more streamlined, and improving the existing election registry. IFES will work closely with the TSE and the NGO community to support these activities through technical and grant assistance.

The IFES project manager will oversee project implementation and coordinate international consultants. The IFES program officer assigned to this project will provide both administrative and technical support from IFES headquarters in Washington, DC and through regular visits to the field office. Other IFES staff members will provide support to this project as needed.

A key element of this first phase will be the gathering of baseline data through the use of a variety of research methods, including focus groups, survey analysis, and a series of seminars. This data will drive the development of guidelines for voter and civic education campaigns through pre- and post-election monitoring activities.

The program manager will coordinate with IFES international consultants and other key staff members, including the President, Director and Deputy Director of the Americas, to assist in the monitoring and evaluation of March 1997 election activities. IFES will make every effort to coordinate with other IFES project offices in Nicaragua, Peru, Bolivia, Paraguay, and Haiti to send staff to participate in the election evaluation process.

In April and May, once the elections are over, IFES will conduct a series of post-election evaluation seminars with a variety of participants at the municipal, provincial, and national levels to assess the electoral process, including communications and voter and civic education campaigns. Based on these evaluations, as well as an assessment of the status of the electoral reforms at the time, IFES will be able to develop a more detailed WORK PLAN for the second phase of the project.

## **B. PHASE TWO ACTIVITY: (June 1997 - February 1998)**

### **General Project Coordination and Administration**

The team will begin this phase by reviewing and revising the work-plan for approval by USAID/El Salvador based on the actual outcome of Phase One and the political and social situation in El Salvador.

Once the 1997 elections are finished, the Tribunal Supremo Electoral (TSE) will be able to concentrate on institutional strengthening activities in preparation for the subsequent elections in 1999. These activities will focus not only on improving systems within the electoral process, but also on improving technical and professional capabilities of staff members at all levels.

The IFES team will also work with the appropriate counterpart institutions to implement other selected activities if/when the GOES approves the implementation of the *Voto Domiciliario* and the *Documento Unico* in time for the 1999 elections. IFES will coordinate technical activities being implemented and the NGO activities for civic education and information dissemination. These combined efforts will educate voters about how the system works and demonstrate the GOES's seriousness of purpose in adapting the reforms. The result will be a more transparent system and increased public confidence in the GOES.

Research and evaluation activities will be on-going. At the end of this second phase, a final assessment of knowledge, attitudes, perceptions, and practices will provide a basis on which to assess the success of this project.

## **V. PROJECT IMPLEMENTATION (September 1996 - February 1998)**

### **COMPONENT 1: TRIBUNAL SUPREMO ELECTORAL (TSE)**

#### **A. TSE Structure**

Following are the Electoral Bodies:

1. Tribunal Supremo Electoral (TSE), Governing Body
2. Departmental Electoral Boards
3. Municipal Electoral Boards
4. Vote Receiving Boards (JRV)

As established in Article 208 of the National Constitution, the governing body of the TSE consists of five magistrates who remain in their posts for five years and are elected by the Legislative Assembly. Three members are nominated by the three political parties or legal coalitions that obtained the greatest number of votes in the last presidential election. The two remaining members are non-partisan magistrates in the Court of Appeals nominated by the Supreme Court of Justice. They are elected by at least two-thirds of the deputies in the Legislative Assembly. Five deputy Magistrates are elected at the same time and in the same manner. The Chief Magistrate, or President of the TSE, is nominated by the party or legal coalition that obtained the most votes during the last presidential election.

#### **Junta de Vigilancia - (Supervisory Board)**

This is a permanent board charged with supervising the activities and operations of the TSE. It consists of one principal member and one deputy from a legally registered political party. Their function is to monitor the organization and management of the voter registry, publication of voter list, emission of voter identification cards, and other activities related to the RNPN.

**Electoral Administrative Political Division -**  
**(First Round National Summary, 1994 General Elections)**

Department	Municipalities	Voting Centers	JRV	Estimated EVP *
San Salvador	19	60	2043	806,286
Santa Ana	13	32	669	261,415
San Miguel	20	21	514	201,261
La Libertad	22	28	736	289,926
Usulután	23	25	417	161,881
Sonsonate	16	27	528	205,685
La Unión	18	21	296	114,269
La Paz	22	27	353	135,638
Chalatenango	33	35	257	96,392
Cuscatlán	16	16	236	96,256
Ahuachapán	12	18	338	131,887
Morazan	16	33	221	81,212
San Vicente	13	14	186	71,463
Cabanas	9	12	180	69,542
<b>TOTAL</b>	<b>262</b>	<b>369</b>	<b>6,984</b>	<b>2,722,685</b>

(\* EVP - Eligible Voting Population)

**Situation Analysis**

According to reports from several international organizations who participated as observers in the 1994 elections, these elections were more transparent and were administered more effectively than past elections. Nevertheless, they also observed ongoing problems due to the technical and institutional weaknesses of the TSE.

The technical problems generally included the Registry's structure and reliability. Many names were omitted on the final list of voters. In addition, many citizens could not locate their JRV or polling site, and therefore could not exercise their right to vote.

It is clear now that most of the problems encountered in the registration process stem from the data verification and input phase of the registration process at the TSE. This phase includes the application process and generation of the "afiches" that are returned from the TSE to the municipalities for the generation of the voter ID cards or *cartas electorales*. Excessive complexities in this process have resulted in a high volume of applications backed up in the system that need attending to in a relatively short period

of time. These processes will need the greatest attention at the beginning of the project.

It is important to note that until now, no formal evaluation of the data input process has been conducted among the TSE members to develop the optimal solution for these deficiencies.

Another noteworthy fact is that as a result of the institutional culture, an adequate communications system does not exist between directors and the operating staff, nor among the directors themselves, resulting in duplicated efforts and lack of teamwork, all of which are fundamental obstacles to achieving institutional objectives.

The most relevant requirements at the moment regarding the electoral registry are:

1. Production time of card issuance of no more than 30 days, which is the amount of time defined by law as sufficient for this procedure and which is in line with the actual goals of the TSE.

The delay in distributing the carnets has resulted in citizens complaining, not picking up their carnets, and subsequently not being able to vote.

2. Data from 391,000 birth certificates (based on TSE data) must be entered into the system in order to validate the new applications. To date, only about 10% have been entered.

This issue is fundamental for expediting approximately 450,000 new applications coming down the pipeline, for which the TSE is already behind schedule in applying effective mechanisms based on required data, all of which implies significant problems for the 1997 elections.

In light of all of the above described situations, the short period of time before closing of citizen registration on November 15, 1996, as well as conversations held with the TSE president, the general manager, and those in charge of developing the Electoral Registry Systems, it is imperative that the first phase of technical assistance commence as soon as the delivery order is signed.

#### **B. Technical Assistance for Election Support Activities**

There are four key elements to a successful electoral process: Logistics, Training, Registration, and Results Transmission. The individual consultants for hired for each of these elements would work with the Elections Specialist (Position 4) who will be responsible for working with the TSE and other appropriate institutions on the overall systems. Each consultant will work with the TSE to evaluate the status of these

elements. They will then provide technical assistance to develop methods to improve the efficiency and utility of the TSE's procedures. They will work with the TSE on timeframes; logistics; design of forms (actas, counting, etc.) and ballots; training materials and content; and results transmission.

The transmission of results is an important step in the electoral process. IFES plans to work with the TSE to develop an efficient system and computer program to receive, process, and produce election results. IFES would like to assist the TSE in making an official, professional, and organized presentation of results to the public and to the media.

The technical assistance team also plan to assist the TSE in producing an historical publication of Salvadoran electoral results. This collection of data can be published and made available to the public.

1. IFES will advise the TSE on the analysis and revision of the electoral, technical, and legal calendars and in the procedures for determining distinct phases of the electoral process. These activities will seek a way to expedite the revised procedures for producing 'carnets electorales.'
2. IFES will assist the TSE in reviewing application software and in seeking hardware that will be most compatible. A Management Information Specialist (MIS) will provide guidelines on the technical requirements and options.
3. IFES will provide specialists in Organizational Development and Strategic Planning to the TSE in order to conduct seminars among Directors and Staff. The assistance will focus on facilitating teamwork and on improving communications and other systems. (See activity chart for details.)
4. IFES will assist the TSE in the design, follow-up, and supervision of specific plans and programs to implement and simplify procedures. The first activity will focus on data processing and the data base input of 391,000 birth certificates recently photocopied from throughout the country.
5. IFES will assist the TSE in conducting election management training seminars for officials throughout the TSE on various policies and procedures to be followed in different phases of the electoral process. In these training sessions, the Junta de Vigilancia will play a key role, not only as active participants in the seminars, but also in the analysis of problems in the field, in carrying out audits, and in assisting with the revision of procedures accordingly.
6. The TSE is responsible for writing and disseminating news releases, organizing press conferences, and responding to press inquiries. IFES is prepared to assist by

establishing a Press Center to accommodate these needs. This Press Center would be equipped with a lighting and PA system, word processor, facsimile machine, and modem for the rapid transmission of information. Major news releases could be prepared in Spanish and English. The Press Center could be equipped to report the official election results. This function would be under the direct supervision of the TSE and the guidance of the IFES project manager. It would be managed by one local staff member.

### **C. Technical Assistance for Institutional Strengthening Activities**

In addition to the technical election support that IFES will provide immediately to the TSE and the Junta de Vigilancia in order to prepare adequately for the 1997 legislative and municipal elections, IFES will also begin working with the Junta Directiva of the TSE to develop plans for strengthening its institutional capacity over the long-term. In the Republic of El Salvador, the TSE is the institution charged with all planning, organizing, and implementing of the country's elections. Under no circumstances shall IFES assume a decision-making role on behalf of the TSE, but rather IFES shall limit its role exclusively to that of providing technical assistance and training to the TSE.

IFES will begin developing an organizational development plan and offer a mini-seminar in team building to enhance the TSE's role and impact in the upcoming elections. Due to the serious time constraints on the proposed activities for election support, however, IFES expects to implement the bulk of the organizational development activities in phase two of this project (June 1997 - February 1998) when TSE members are freed up from 1997 election duties. The first seminar will set the groundwork and encourage participants to observe the electoral process with an eye towards increasing efficiency and coordination.

Following are activities to carry out in the institutional strengthening sub-component:

- Conduct interviews with members of the TSE Junta Directiva to establish priority activities utilizing selected technical audits conducted by Price Waterhouse and others as the basis for Organizational Development planning activities;
- Propose procedures that promote transparency in TSE operations and accountability to citizens;
- Work with the General Manager of the TSE to review and reconcile internal audits and studies and to develop and produce internal operating procedures using a strategic management/participatory approach;
- Help design training activities and materials for TSE magistrates and staff on internal operating principles;

- Advise in the development and implementation of an effective personnel system;
- Advise in the development and implementation of an improved information management system;
- Provide technical training to TSE staff to ensure sufficient skills to carry out the responsibilities of their functions;
- Ensure that technical assistance provided to TSE also reaches the regional delegates, as appropriate and;
- Propose a plan for monitoring progress, e.g.; customer feedback mechanism, establishment of a data collection unit within the TSE, mutual accountability measures among TSE members, etc.

## **COMPONENT 2: CITIZEN INVOLVEMENT/PARTICIPATION**

### **A. Introduction**

The component for increasing citizen awareness and participation will focus on providing technical and financial assistance to non-governmental organizations (NGOs) which represent a wide spectrum of interests within Salvadoran civil society. Within this component, IFES will develop and manage technical assistance activities and administer sub-grants with the purpose of supporting and strengthening program initiatives to inform and heighten awareness among Salvadoran citizens of their rights and responsibilities in general, and of democratic and electoral processes in particular. Additionally, IFES seeks to promote and facilitate greater coordination and communication among diverse civic groups from within the non-governmental sector, the TSE, and its support organizations.

In El Salvador, the NGO community have begun to assume the mission of organizing themselves through civic education activities in order to address and satisfy the expectations of its citizens. The advancement of democracy in El Salvador will require that citizens not only know and understand democratic principles, but also democratic practices and citizen responsibilities. Such practices include: the importance of voting and keeping oneself informed; the need to respect the opposition and listen to different points of view; familiarity with and access to the media or other communications vehicles so that citizen opposition and disagreements can be brought directly to the attention of elected officials; and a clear understanding of the electoral process and its respective legislation.

IFES expects that local NGOs will contribute greatly to the identification of local values and shared citizen interests and in facilitating rural (and urban) actions in favor of common goals. The NGOs will also be very instrumental in representing the distinct sectors and interest groups (minority and majority) within the population. Strengthening the bridge between citizens and social order will promote increased access to information and democratic organization.

Increased voter information contributes to increased citizen participation, which should, in turn, improve voter turn-out and political participation among these targeted segments of the population in the 1997 Salvadoran elections.

IFES will seek to provide support through this component to strengthen the reach of NGO programs which place special emphasis on audiences that are traditionally difficult to reach, such as rural or isolated communities, women, and newly enfranchised youth. The support of NGOs will seek to increase civic activism, particularly by providing women and youth with access to information and training that will encourage increased participation in the country's democratic and electoral processes. IFES believes that providing support at this level will help convert democratic concepts into practice, that democracy will take root, and that the benefits of democratic processes will become more evident in everyday life.

To achieve these results, IFES will administer and manage sub-grants to:

- Support innovative local educational activities targeted to actual and future voters and designed to increase and improve the quality of informed participation among Salvadoran citizens in the political life of the country;
- Provide technical assistance and participatory training to strengthen the technical, administrative and managerial capabilities of the NGOs in their work activities, in a way that will be sustainable beyond the scope and life of this particular project; and
- Support relative performance monitoring and evaluation activities that will contribute to focusing and honing educational efforts consistent with the Project objectives.

#### **B. Strategy for Developing Voter and Civic Education Activities**

The strategy behind the voter/civic education activities and the dissemination of information will be based on the assumption that the NGOs will have an important role in stimulating increased citizen participation in the political process and in promoting recognition of citizen responsibilities and citizen rights which will contribute significantly to the country's stability.

An essential building block of the registration campaign is the voter/civic education needed to make the process and participation level credible. This education occurs on two levels: 1) disseminating messages which are voter specific, e.g., issues such as how to register and where to register; and 2) disseminating messages that explain the importance of registration and the rights and responsibilities of living in a democracy.

By organizing individuals and groups through a diverse array of activities, the NGO sector will not only multiply demands placed on the State, but will also greatly benefit itself by improving its own well-being and independence from the State. It will be very necessary to create bridges between the NGO community (working on a community level) and the State (working to make good on its agreements to create a more efficient and transparent democratic system).

### **C. Criteria for Identifying, Evaluating, and Selecting Potential NGO Sub-grantees to Conduct Voter/Civic Education Activities**

IFES will undertake up to four (4) different voter/civic education programs throughout the course of this 18-month project. The first campaign will focus on specific voter rights, responsibilities, and registration procedures to increase voter registration by November 15, 1996; a second will focus on the legislative and municipal elections in March 1997; a third will center on '*documento unico*'; and a fourth will promote the '*voto domiciliario*.' IFES will emphasize training citizens to contact and interact with their elected officials.

IFES will provide technical assistance and financial support in the form of sub-grants to successful organizations prepared to facilitate the planning and implementation of select voter/civic education activities. Once the proposals are evaluated, IFES will provide recommendations to USAID/El Salvador regarding the projects that IFES believes most closely reflect the objectives of the Project, meet the criteria for selection, and have the greatest chances for success.

Once the sub-grantees are approved by USAID/El Salvador, IFES will develop cooperative agreements corresponding to each one of the NGOs' selected projects; these agreements will be based on standard elements including: specific project description; weekly/monthly progress reports; impact and performance indicators; and a detailed budget. Sub-grant agreements will also include timelines for disbursements and expenditures; applicable accounting requirements, reports, and procedures that reflect the exclusive utilization of these grant funds for that program activity; program activity calendar, periodic financial reports and audits as applicable for each project.

During 1996, IFES will administer and manage sub-grants to NGOs and/or other local Salvadoran civic organizations to support innovative strategies that include a series of civic education activities aimed at diverse audiences within the rural and urban

populations. The purpose of these activities will be to increase the level of awareness and understanding of citizen rights and responsibilities in the electoral process. The informational campaign will place special emphasis on registering rural women and newly enfranchised youth by November 15, 1996 in order to vote in the March 1997 legislative and municipal elections.

The criteria for selection of projects presented for financial consideration for the Voter/Civic Education Project will be developed by IFES/San Salvador in consultation with USAID/El Salvador. Once established, these criteria will be provided to prospective NGO grant candidates in a way to ensure that they are adequately informed about the factors that will be taken into consideration in evaluating their proposals. Following are the preliminary criteria for evaluation and selection of NGO grant recipients on which IFES will base its recommendations to provide technical and financial support for prospective voter/civic education activities.

### CRITERIA FOR SELECTING CIVIC ORGANIZATIONS

1. Commitment to strengthening El Salvador's democracy and to making own organization's internal operations more democratic.
2. As non-partisan and inclusive as possible (or providing appropriate political balance to other organizations selected).
3. Clear mission statement of charter with organizational objectives, relevant to civic education or issue-awareness areas, and an identified reputable governing board.
4. Experience in civic outreach, either organizationally, or through collective membership.
5. Evidence of leadership capabilities; commitment to the objectives of this Project.
6. Developed membership base, volunteer network, and funding base.
7. Potential for national coverage or strong potential for outreach to rural women and youth ages 16-22.
8. Existence of established accounting system and qualified personnel for management of resources.

## CRITERIA FOR SELECTING PROPOSALS

1. Party-neutral and inclusive character of proposed activity.
2. Clear methodology to reach specified targets.
3. Broad geographical coverage, or specific methodology to reach large numbers of rural women and youth ages 16-22 (use of multi-media, etc.)
4. Identification of qualified staff and their respective roles in the activity.
5. Involvement of membership, volunteer network and labor contributions, non-USAID financial support.
6. Collaboration or joint-ventures with other civic organizations; networking among organizations to increase impacts.

### **Guidelines for Funding Sub-grants to Conduct Voter/Civic Education Activities and the Dissemination of Information**

IFES will select, execute, and administer sub-grants to Salvadoran NGOs which submit successful proposals to implement voter/civic education activities. In the course of the planning and evaluation process, both regarding the voter registration campaign (November 1996) and the legislative and municipal elections (March 1997), this specific component will be reviewed and possibly modified to reflect diagnostic necessities and/or opportunities discovered in the course of the first phase of this workplan.

Total sub-grants awarded within the voter/civic education component for Phase One are destined to support innovative technical or communications activities, technical assistance and/or training. The funds covering this particular component generally will not cover institutional costs (permanent staff salaries, rentals, etc.) or the acquisition of goods (automobiles, computers, and/or office equipment), but they will necessarily cover costs for technical assistance, design and production of creative materials, media time/space, and administrative and logistical costs directly related to this project. Any activities undertaken by NGOs in Phase II will depend on an assessment of needs at the end of Phase I and upon the availability of funds.

IFES will not restrict the actual number of NGOs receiving sub-grants within each promotional/informational phase of activity except within budgetary limits. Utmost consideration will be given to any/all NGOs who meet a clearly defined selection criteria and/or who are most likely to satisfy the voter/civic educational requirements of this Project. All final decisions regarding NGO selection and their respective

financial support for the Citizen Involvement/Participation component fully reside with USAID/EI Salvador.

#### **D. Coordination of Information and Educational Material among NGOs and TSE**

IFES believes that inter-institutional coordination among key players will greatly enhance the overall effectiveness of this Project. Whenever possible and convenient, IFES project management will promote the interchange and coordination of voter/civic education-related activities among selected NGOs, the TSE, Signo Publicidad (TSE's national advertising agency), USAID/EI Salvador, other international donors, and the Salvadoran community-at-large. IFES will establish and coordinate a time and place for frequent meetings and informational exchanges among all key project players. At the same time, IFES will also seek to maintain and reinforce autonomy of individual initiatives, identifying limitations with respect to the environment and the actors within each component in an effort to maximize the efforts of each and every individual initiative.

IFES will also work with the TSE and the NGOs to establish a Resource Center in San Salvador. This will be a library of election and civic education materials modeled after IFES' Resource Center at its Washington office. The Washington Resource Center holds an extensive collection of materials, both in hard copy and electronic formats, on all aspects of election systems from many countries around the world. It also contains resources in civic and voter education methodology, based on IFES' and other organizations' work in this area, as well as a large collection of materials used in voter/civic education programs around the world--posters, brochures, videotapes, scripts of dramas and radio plays, etc. Copies of relevant materials in this collection will be transferred to the San Salvador Resource Center. The Center will be managed by one local staff member, with ongoing technical computer support from the staff technician.

Through this project, IFES will establish an on-line link between the San Salvador and Washington Resource Centers, so that electronic data will be accessible to the San Salvador Center.

#### **E. Process for Developing Performance Monitoring and Evaluation Activities**

Focus groups, periodic polls/surveys, and participatory rapid assessments targeting youth and rural women before and after the elections will be used as tools to inform the design of all Project interventions intended to reach these target populations. These same tools will be used through the life of the Project to monitor changes in issue awareness, understanding of voting and registration procedures, political participation, and reactions to media content and coverage of these target groups. Results will be used to guide changes to activities as needed.

IFES will provide technical and financial assistance to local NGOs, universities, or other qualified research organizations to conduct performance monitoring activities to gain greater insight into the nature and range of problems related to the participation of Salvadoran citizens in the democratic process (e.g., lack of confidence in the system, broken ties between rural populations and the national civil society, lack of knowledge regarding citizens' rights and responsibilities, etc.).

All performance monitoring will be centered on specific topics/issues identified with the Democratic and Electoral Processes Project as deemed important and relevant by IFES and key local counterparts. Priority will be given to performance monitoring activities designed to study/explore appropriate methodologies to gauge attitudes and awareness of priority populations/constituents most directly affected by the Project objectives.

An early objective of performance monitoring activities will be to better define the nature of the problems that currently inhibit the effective participation of Salvadoran citizens in the political process, and to develop strategies to help overcome these obstacles.

This analysis will be conducted via focus groups among representative groups of rural women, youth, and key urban and rural staff members of local non-governmental organizations. (See performance monitoring activities for Component II budget.)

Another early objective will be to conduct a feasibility study for carrying out voter/civic education activities through the formal education system. If this mechanism proves to be viable, IFES would develop a formal recommendation for the Ministry of Education.

Projects of an investigative/exploratory nature will be recommended when they: 1) are oriented toward specific results related to the Project components, 2) reflect the capability to generate rapid-response to problems and difficulties confronted, and 3) provide explanations and alternative solutions to achieve proposed goals during all phases of implementation.

#### **F. Criteria for Selecting Sub-contractors to Conduct Performance Monitoring**

The selection criteria for possible performance monitoring activities will also be developed by IFES in collaboration with USAID/El Salvador. IFES recommends that the criteria considered for select performance monitoring activities include the same prerequisites, and substantive and institutional issues as required of the NGOs. Additional criteria will center on the investigation/exploration of specific topics related to democratic and electoral processes. The activities will be related to voter and/or civic education, the identification of social or civic values, and preferably directed

toward gaining greater insight into citizen awareness and attitudes toward the democratic and electoral process in El Salvador.

IFES will immediately develop a plan to establish a baseline study, to conduct pre- and post-election studies in the form of focus groups, surveys, and/or polls, and to administer funding for all such activities through qualified local organization(s) in the first phase of activity through May 1997. IFES will develop, manage and/or finance up to four (4) performance monitoring activities in the first phase of this project. Based on the political climate, needs assessment of the project, timing, etc., IFES will review and recommend modifications to the performance monitoring and evaluation activities in the second phase of the activity plan (June 1997 through February 1998.)

### **COMPONENT 3: OTHER SELECTED ACTIVITIES**

#### **A. Introduction**

The objectives of this component will be achieved if and only if the Government of El Salvador (GOES) elects to endorse them at which time USAID will negotiate another amendment with the GOES. Illustrative examples of these activities with their present status are as follows:

1. National Citizen's Registry (RNPN)

The National Citizens Registry (Registro Nacional de Personas Naturales) was created by Decree 488 and is regulated by the subsequent organic law, which was approved on December 1995. It is intended to combine the civil and voter registries with the administration of a national ID card, or *documento unico*. The nomination of a Registrar and the transfer of funds to this new organization must take place before any administrative activities can begin.

2. "Home" Vote (*Voto Domiciliario*)

Similar to the RNPN, this reform ("Vote where you register") is also pending key initial support from the Legislative Assembly. According to the President of Arena, "We will support [this reform], but not for the 1997 elections. Home Vote cannot be implemented because the new registry has not yet been established."

Technical, economic, and political implications must be taken into account in the context of planning activities to advance these reforms. The viability of implementing these reforms for the 1999 general elections will greatly depend on the following activities taking place:

- the nomination of a director of the RNPN;
- approval of legal norms and regulations for the Voto Domiciliario;
- budget allocation sufficient to cover technology and other requirements necessary to expedite the issuance of approximately 450,000 new documents in a short period of time.

In reality, these reforms require the creation of an entirely new electoral registry through the new identification document and the registration of citizens close to their homes. Therefore, these reforms must be implemented in a simultaneous manner to avoid confusion in the registration process and further voter frustration.

For these reasons, this work plan and its successful implementation during the next eighteen months will greatly depend on the allocation of funds and the approval of required legal regulations by the Government of El Salvador.

The presentation of activities for this component will include the activity descriptions, timeframe, and required budget, based on the above-mentioned circumstances.

#### **B. Technical Assistance Activities for the ‘*documento unico*’**

The following activities will be aimed at:

- Creating a technically well-designed administrative structure;
- Assisting the design of the ID card to ensure security and reliability of the document, both for the benefit of the political parties and individual citizens;
- Strengthening procedures at the local levels to aid in disseminating information about the civil registry.

To achieve these results, IFES will provide the following assistance upon endorsement by the Government of El Salvador:

- Collaborate in the creation of the organizational structure for this new organism and in the definition of its requirements and functional duties.
- Collaborate in the design of a tamper-proof document and in the definition of its contents and characteristics.
- Assist in reviewing previous analysis to determine “unique numbering” system for documento unico.

- Collaborate in the definition of procedures, forms, and information systems to be implemented at the municipal and departmental levels, and in RNPN central office.
- Collaborate in the design of software that will be used to expedite the new documento unico.
- Provide advice on decentralization, technological processes, quality service, time-saving production techniques, and the handling of the identity documents with regards to the new documento unico.
- Assist the TSE in the design of the advertising campaign and work with the NGOs to inform and motivate citizens of the importance of the new document.
- Assist in the design of a manual for training new personnel at RNPN.
- Assist in the transfer of birth certificate files from the TSE to the RNPN.
- Assist in the development of software and in the creation of the databases for both the civil registries and the documento unico.
- Assist in the merging of the databases of TSE and RNPN to facilitate the adjustment of the electoral registry.
- Assist in the definition of civil registry procedures and forms.

### **C. Technical Assistance Activities for the *'voto domiciliario'***

The objective of "Home" Vote is to allow people to vote close to where they live or work, particularly in registering first-time voters and changes of address. The greatest benefit is that the citizen will choose, before the election, the location she/he wishes to vote near her/his home, thus eliminating one of the greatest deficiencies observed in the Salvadoran electoral system. Fundamentally, this system will be targeted to facilitating areas with high voter concentration and geographic dispersion, and in rural areas having potentially fifty (50) or more voters.

IFES will work jointly with the electoral authorities to determine the minimum requirements for the selection of urban and rural locations for the new registration tables/sites, and the amount of physical space needed to facilitate the implementation of the registry and voto domiciliario.

IFES will cooperate in revising the voter registration application (SIRE) to ensure consistency with the documento unico. Voters will be able to choose where they vote by where they register.

IFES will work with the appropriate counterpart institutions to assess the voter registry database in order to systematize the registration sites nationwide (create, merge, purge), based on an analysis of the electoral-political division of the country.

IFES will assist the TSE in creating and maintaining a system to help voters find their registry sites.

IFES will cooperate in the development of public information campaigns (including NGOs) to inform and motivate citizens of the selected areas about the registration process and its importance in the general election system.

IFES will cooperate in designing a training program and materials for the municipal registrars explaining the new procedures of the electoral registry.

16 September 1996  
IFES/El Salvador



DEMOCRATIC AND ELECTORAL PROCESSES PROJECT  
 INTERNATIONAL FOUNDATION FOR ELECTION SYSTEMS  
 EL SALVADOR  
 TIMELINE (SEPTEMBER 1996 - FEBRUARY 1998)

ACTIVITY	PHASE I										PHASE II									
	1996				1997			E			1998									
	S	O	N	D	J	F	M*	A	MY	JN	JL	A	S	O	N	D	J	F		
II. COMPONENT II: CITIZEN PARTICIPATION																				
A. NGO Activity																				
1. Selection Process																				
2. Subgrants Administration																				
3. Manage V/C Education Activities via NGOs																				
4. Coordinate with SIGNO Publicidad																				
B. Performance Monitoring																				
1. Pre-Election:																				
a. Focus Groups																				
- Rural Women and Youth (16-22) [2 groups/14 departments]																				
- NGO Personnel [2 groups]																				
b. Feasibility Study w/ Ministry of Education																				
2. Post-Election:																				
a. Focus Groups																				
- Rural Women/Youth (16-22) [2 groups, 14 departments]																				
b. Program Evaluation																				
3. NGO Evaluations																				
4. Other Polling/Surveys																				
III. COMPONENT III: SELECT ELECTORAL REFORMS																				
A. RNPN/Documento Unico																				
1. Ongoing Planning Sessions																				
2. Seminar on Reforms (departmental level)																				
3. Planning Sessions on RNPN																				
4. Training Seminars for RNPN Staff																				
5. Training Seminars for Documento Unico Staff																				
6. Public Information Campaign-Documento Unico																				
7. Public Information Campaign-Voto Domiciliario																				
8. Additional Activities																				

**DEMOCRATIC AND ELECTORAL PROCESSES PROJECT  
INTERNATIONAL FOUNDATION FOR ELECTION SYSTEMS  
EL SALVADOR  
TIMELINE (SEPTEMBER 1996 - FEBRUARY 1998)**

ACTIVITY	PHASE I										PHASE II							
	1996				1997						1998							
	S	O	N	D	J	F	M*	A	MY	JN	JL	A	S	O	N	D	J	F
<b>B. Performance Monitoring</b>	[Activities 1-2 based on development of activity plan.]																	
1. Documento Unico Focus Groups																		
a. Rural Women/Youth [2 groups, 14 departments]																		
2. Voto Domiciliario Focus Groups																		
a. Rural Women/Youth [2 groups, 14 departments]																		
<b>C. Evaluation</b>	[Evaluation Activities TBD based on activities.]																	
<b>IV. STAFFING PLAN**</b>																		
<b>A. Project Management</b>																		
<b>1. International Staff</b>																		
a. Program Implementation Specialist/Project Manager (1)																		
b. Program Implementation Specialist/Program Officer (10)																		
c. Program Implementation Specialist/President (11)																		
d. Lawyer/Deputy Director (12)																		
e. Program Implementation Specialist/Director (13)																		
f. Accountant/CPA (14)																		
g. Accountant/HO Grants (15)																		
h. Media/Comm Specialist/Resource and Press Center (16)																		
i. Program Implement Specialist/Project Assistant (17)																		
<b>2. Local Staff</b>																		
a. Deputy Director/Administration Supervisor (18)																		
b. Senior Accountant (19)																		
c. Accounting Assistant (25)																		
d. Logistics/Driver/Dispatcher (26)																		
e. Logistics/Driver/Dispatcher (26)																		
f. Departmental Project Coordinators (27)																		

DEMOCRATIC AND ELECTORAL PROCESSES PROJECT  
 INTERNATIONAL FOUNDATION FOR ELECTION SYSTEMS  
 EL SALVADOR  
 TIMELINE (SEPTEMBER 1996 - FEBRUARY 1998)

ACTIVITY	PHASE I										PHASE II							
	1996				1997						1998							
	S	O	N	D	J	F	M*	A	MY	JN	JL	A	S	O	N	D	J	F
<b>B. COMPONENT I: SUPREME ELECTORAL TRIBUNAL</b>																		
1. International Staff																		
a. Election Specialist (4)		■				■	■		■			■				■		
b. MIS Specialist (5)		■	■		■	■												
c. Election Specialist/Results Transmission (6)			■	■														
d. Management Specialist/Organizational Development (7)			■	■						■	■	■	■	■	■	■	■	■
e. Election Specialist/Logistics (8)	[TBD]																	
e. Training/Program Specialist (9)	[TBD]																	
2. Local Staff																		
a. Project Coordinators (21)	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
b. Project Coordinators (21)	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
c. Computer Systems Technician (22)	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
d. Resource Center Manager (23)	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
e. Press Center Manager (24)																		
<b>C. COMPONENT II: CITIZEN PARTICIPATION</b>																		
1. International Staff																		
a. Media Communications Specialist (2)	■	■	■		■	■	■	■	■	■	■	■	■	■	■	■	■	■
b. Program Implementation Specialist/Grants Manager (3)	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
2. Local Staff																		
a. Program Staff Assistant (20)	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
b. Program Staff Assistant (20)	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
<b>D. COMPONENT III: SELECT ELECTORAL REFORMS</b>																		
1. Election Specialist (4)		■				■			■		■	■	■	■	■	■	■	■

\* Election Day

\*\* Numbers behind position titles refer to corresponding numbers in the budget.

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AGENDA DE ENTREVISTAS  
IFES-EL SALVADOR  
FASE PRELIMINAR INVESTIGACION  
14-7-96 AL 10-8-96

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- a.1 Ing. Jorge Alberto Diaz  
Magistrado Presidente  
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- a.2 Dr. Eduardo Benjamin Colindres  
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- a.3 Pedro Monterrosa  
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- a.4 Lic. Mauricio Altamirano  
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- i.8 Lic. Astul Yanes  
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- i.11 Lic. Celina de  
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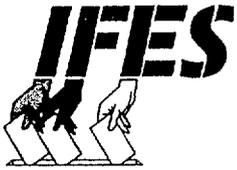
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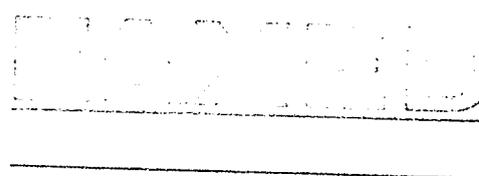
- k.1 Christine Lokun  
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- k.3 Sonia Urrutia de Caceres  
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Office of Strategic Planning  
and Development
- k.5 Mike De La Rosa  
Executive Deputy EXO  
USAID
- k.6 Mike Williams  
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USAID
- k.7 Martha Carias  
Human Resources Director EXO  
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- k.7 Beatriz Molina  
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**International Foundation for Electoral Systems**

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**TO:** Renata de Rodriguez and Sonia de Caceres, USAID/San Salvador  
**FROM:** Karen Seiger, Program Officer  
**THROUGH:** George Jones, Director, Americas Division  
**DATE:** September 25, 1996  
**SUBJECT:** Response to your questions on the budget for the  
Democratic and Electoral Processes Project  
IQC No. AEP 5468-I-00-6003-00



Dear Renata and Sonia:

Per our telephone conversation on Wednesday, September 11, 1996, we are responding to your questions and comments about the work plan and budget for the referenced project.

**I. Work Plan**

Revised work plan is attached. Small and Small/Disadvantaged Business Subcontracting Plan is attached as well.

**II. Budget**

For your ready reference we are attaching the previous budget (A) and the current revised budget (B). References to either budget will be designated as (A) or (B).

Responses to specific questions and comments follow:

**A. Labor**

- 1 Salaries for IFES staff (positions 9, 10, 11, 12, 13, 14, and 15 (B)) include a 12% margin to cover two salary and cost of living increases during the 18 months of the project.
2. **International Personnel**
  - a. **Question:** Line 19, Position #6 (A) (Election Specialist/Results Transmission) is redundant. There are too many election specialists.

40

**Answer:** We have combined the Results Transmission and the Logistics Elections Specialists into one position (# 6 (B)). It makes sense that one consultant should manage both activities. However, we maintain that these tasks will take 130 days or 5 months to complete.

b. **Q:** Line 25, Position #12 (A) (Lawyer) - What will a lawyer do for 50 days?

**A:** This position (#11 (B)) is actually for the Deputy Director of the Americas Division at IFES. Although he is a lawyer, he will be providing technical and management support. He will be directly involved in this project for approximately 50 billable days (roughly 15% time) over the life of the project. We have changed his title <sup>to</sup> program implementation specialist.

c. **Q:** Line 28, Position 15 (A) Accountant mid-level, Home Office Grants Manager - This mid-level accountant is redundant, and salary is too high. Please delete.

**A:** We have deleted the Home Office Grants Manager position. Upon review of our grants management policies, we have determined that the decentralization of many of the management procedures from the Home Office to the Field Office will streamline the process. We have increased the time for Position #13 (A) Accountant to roughly 25%. This person is a bilingual accountant who will go to El Salvador to set up the financial management systems, help hire the local finance staff, and provide training regarding IFES policies and procedures. Once the project gets underway, she will work closely with the field office staff on a regular basis to implement the grants management process and prepare and review financial reports for the grants component.

d. **Q:** Who are these people? (A)  
Position 6, Elections Specialist/Results Transmission  
Position 7, Management Specialist/Organizational Development  
Position 8, Election Specialist/Logistics  
Position 9, Training/Program Specialist/Facilitator

**A:** There are four key elements to a successful electoral process:  
- Logistics  
- Training  
- Registration  
- Results Transmission

Positions 6, 8, and 9 are directly involved in this process. These individual consultants would work with the Elections Specialist (Position 4), who will be responsible for working with the TSE on the overall systems. Each consultant

will work with the TSE or other appropriate institutions to evaluate the status of the each of these elements. They will then provide technical assistance to develop methods to improve the efficiency and utility of the TSE's procedures. They will work with the TSE on time frames; logistics; design of forms (actas, counting, etc.) and ballots; training materials and content; and results transmission.

The transmission of results is an important step in the electoral process. IFES plans to work with the TSE to develop an efficient system and computer program to receive, process, and produce election results. IFES would like to assist the TSE in making an official, professional, and organized presentation of results to the public and to the media.

The technical assistance team also plans to assist the TSE in producing an historical publication of Salvadoran electoral results. This collection of data can be published and made available to the public.

Please note #2.a. above regarding the combining of the Logistics and the Results Transmission Specialists.

Position #8 Organizational Development will work directly on Component IB, Institutional Strengthening for the TSE.

- e. **Q:** Line 30, Position 17 (A) - "Too many Project Implementation Specialists." Please delete.

**A:** This position (Line 28, Position 15 (B)) has been changed to Administrative Support per the structure of the IQC contract. This position is directly involved in the daily management of this project. She will backstop the project when the program officer is in the field. She will work on recruitment, report writing, and financial review. She will be available to fulfill special requests from the field. The role this person will have in the overall implementation of this project is crucial.

Regarding the issue of having too many project implementation specialists, the budget reflects the titles and categories laid out in the IQC contract. The actual function of each position is explained in column G of the budget.

Please note that we have changed position #11/(A)/#10 (B) to Management Specialist.

- f. Please also note that we have reduced the number of days for position #16 (A)/#14 (B) Media/Communications Specialist/Resource Center to a total of 6 days over the life of the project.

**3. Local Personnel**

- a. Position #22 (A) Computer Systems Technician was deleted. We do not foresee requiring a full-time staff member for this work. We have added \$250 per month for computer repairs under Office Expenses (line 177 (B)). We also anticipate hiring a Project Coordinator with a strong background in computers.
- b. **Q:** Line 36, Position 19 (A) - The salary for this accountant is too high. In general, the local salaries are high.

**A:** We have reduced the budgeted salary ceilings for some of the local positions. We have based these salary levels on USAID's General Grade Level Guides for local personnel. The amounts in the budget represent ceilings for each position during the life of the project. These ceilings take into account reasonable starting salaries, salary increases, and merit increases. Actual salaries will be based on experience, responsibilities, and salary history. Following are the grade levels and salary ranges for each position (B):

#16 - Deputy Director/Administrative Supervisor:

Grade Level: 10

Maximum USAID Salary: \$98 per day

Proposed Salary Ceiling: \$90 per day

#17 - Senior Accountant

Grade Level: 10

Maximum USAID Salary: \$98 per day

Proposed Salary Ceiling: \$90 per day

#18 Project Coordinators (Civic Education)

#19 Project Coordinators (Technical Assistance)

#20 Resource Center/Press Center Manager

#21 Accounting Assistant

Grade Level: 7

Maximum USAID Salary: \$55 per day

Proposed Salary Ceiling: \$55 per day

#22 Logistics/Driver/Dispatcher

Grade Level: 4

Maximum USAID Salary: \$35

Proposed Salary Ceiling: \$35

#23 Regional Project Coordinators  
Grade Level: 6  
Maximum USAID Salary: \$45  
Proposed Salary Ceiling: \$45

- c. **Q:** Lines 40 & 41, Positions 23 & 24 (A) - Please delete these positions (Press Center and Resource Center Managers). The Tribunal should pay for them.

**A:** We combined the positions of Press Center and Resource Center Managers into one position (Position #20 (B)). The Press Center will not be in operation full-time. One manager with a background in press relations and information services will be able to meet the demands for the Press Center's services.

In principle, we agree that the TSE should pay for this position; however, the TSE is not aware that we are proposing the related activities. This individual will be in charge of two highly visible and key activities with the TSE. It is not yet clear where these services will be housed, or even whether they will be housed at the TSE. We would prefer to have the resources to support these individuals in case the TSE does not come up with the funds.

- d. **Q:** Line 42, Position 25 - The salary for the Accounting Assistants is too high. There are also too many of them in the budget.

**A:** Please see 3.b. above for revised salary levels. We based the number of assistants on our past experience with field office requirements, plus the \$600,000 in expenses for the NGO grants component. Given the volume of activities, the number of expected subgrants, and the detailed expense reports that have to be submitted twice each month, we propose to keep the three positions.

- e. **Q:** Line 44, Position 27 (A) - Departmental Project Coordinators should be changed to "Regional Project Coordinators." They should be reduced to 4.

**A:** We have reduced the number to four Regional Coordinators (Position 23 (B)). It makes sense to have regional representatives who can provide continuity for our activities in the field. Given the fact that these positions will now be traveling more than anticipated, we have added per diem and local transportation funds to cover them for 50% of their time away from home. (Lines 79 and 101-102.)

## B. Materials

### 1. Direct Benefits:

- a. **Q:** Line 55 (A)- Education Allowance - The maximum for grades 9-12 is \$6500 per year for school at post (as opposed to boarding school).

**A:** We have lowered the rate to \$6500 for schooling at post (Line 51 (B)).

- b. **Q:** Line 56 (A)/52 (B) - Local Staff Allowances - This is for fringe benefits, which are absorbed by the multiplier. Either charge the 38% or the multiplier, but not both.

**A:** 1. Applicability of the Multiplier to local personnel

The planned local staff will be directly involved in the performance of the professional services under this deliver order. They are instrumental and will be critical to the success of the project. In accordance with IFES policy, these personnel are contracted; they are equivalent to other consultants hired for the project. As such, under the IQC contract, the multiplier is applicable.

2. Local Staff Allowances.

The allowances for the local staff are required by local practice. These are considered direct project charges as dictated by OMB Circular A-122. They are congruent with the direct benefits, such as post differential and allowances, that are paid to our other consultants. It follows that the costs should be treated consistently.

The multiplier, as specified by the IQC contract, is a cost recovery mechanism. As detailed, it covers fringe benefits for home office staff, general and administrative costs of the home office, and costs of home office support. Allowances required by local practices around the world (as varied as they are) were not (and could not be) included in this calculation. Being directly related to this particular project, they must be classified as a direct charge to the project and cannot be allocated to other projects. This situation is consistent with OMB Circular A-122.

3. Conclusion

The local personnel are contracted for their services and are just like the other consultants on the project. The multiplier is applied to their cost.

The allowances required by local custom in El Salvador are equivalent to allowances paid to other consultants and therefore are a direct charge to the project. The multiplier contemplates benefits for the IFES home office personnel and does not and could not contemplate the allowances required by local law of all the countries of the world.

**2. Travel:**

- a. Q: Line 61-73 (A) - WDC/San Salvador air fares are too high in general.

A: It is IFES' policy to purchase unrestricted tickets. These fares are based on unrestricted tickets. We have lowered the fares to \$1200 for US/El Salvador tickets. This amount should cover all unrestricted tickets, with or without 7 days' advance notice.

- c. Trips for upper management oversight missions (Lines 104-106 (A)) have been pooled and reduced by 1 trip (Line 66 (B)).

- d. Q: Lines 76-79 (A) - Who are these people?

A: These lines refer to trips for the Organizational Development consultant, the Results Transmission/Logistics consultant, and the Training Specialist/Facilitator. We plan on utilizing consultants from Latin America. Please refer to the time line for their estimated travel dates.

- e. Q: Line 76 (A) - Other Latin America - San Salvador Trips are too expensive.

A: This cost has been reduced to \$1200. There is a range of prices for travel within Latin America. \$1200 is a figure that would allow us to cover that range. Some pricing samples from American Airlines as of September 13, 1996 are as follows:

San Salvador/Asunción	\$1,822
San Salvador/Bogotá	\$ 684
San Salvador/Caracas	\$ 798
San Salvador/La Paz	\$1,538
San Salvador/Mexico City	\$ 666
San Salvador/Santiago	\$1,776

- f. Q: Per diem should be adjusted according to changes in personnel.

A: Per Diem was added for the four Regional Coordinators (line 101 & 102 (B)) to cover half their time away from home. They are receiving the per diem rate

outside San Salvador, plus 10 days each for meetings and training in San Salvador.

### 3. Commodities:

- a. **Q:** Creative Associates (Crea) has a list of inventory equipment that can be signed over to IFES. These items should be taken into account in this budget, especially the laptop, photocopier, and UPSs.

**A:** IFES has taken this fact into account. Items in the budget are the items IFES requires above and beyond the Crea inventory, given the larger size of our project. Much of their equipment is 3-4 years old. This is especially important in regards to their computer equipment and photocopier. We are concerned with the condition of all the equipment, and we have asked for USAID's assistance in assessing the situation with Crea.

- b. **Q:** Lines 123 - 138
1. Crea has 1 laptop - reduce the budget by 1 unit.
  2. Crea has 1 portable printer - reduce the budget by 1 unit.
  3. Crea has 1 LaserJet printer - reduce the budget by 1 unit.
  4. Crea has 1 photocopier - remove this item from the budget.
  5. Crea has 10 UPSs - reduce the budget by 10 units.

**A:**

1. & 2. Per my conversation with Sonia de Caceres, we agreed that a three year old portable computer and printer are most likely obsolete and well-worn. We agreed to purchase new laptops. However, we have deleted two pentium computers from the Press Center/Resource Center. We plan to use the Gateway 2000s from Crea instead. We have retained the line items for computer accessories in case we need to upgrade the computers.

3. The LaserJet Printer from Crea's inventory will be used in the Resource Center.

4. There is no photocopier on Creative's inventory list. We have maintained one photocopier for the office and one for the Resource Center/Press Center.

5. We reduced the number of UPSs by 10.

- c. **Q:** Lines 135 - 138 (A) Unless the software for results transmission and voto domiciliario is absolutely necessary, please delete both of these items. We can

make recommendations to the TSE, but we don't have to budget for the software at this point. In Phase II, when the activities on the electoral reforms will take place, we can revisit this issue.

A: We have deleted the software for Voto Domiciliario.

Results transmission is a key element of the work plan. We would like to leave the software in the budget in order to strengthen this process. The software is also necessary for gathering and publishing historical elections data.

d. Lines 139 - 159 (A) Commodities for the Press Center and Resource Center have been combined and reduced accordingly (Lines 135 - 145 (B))

e. Q: Line 157 (A) - Crea has a public address system. Please delete.

A: This item has been deleted. However, we are not certain as to the condition of the equipment.

f. Q: Line 159 - 161 (A) - This cost is not necessary. AID has a van in storage that IFES can use. In addition, Crea is receiving insurance money for the vehicle that was stolen. IFES can use these funds to purchase a new vehicle. USAID also has a van in storage for the use of this project.

A: Based on further discussions with USAID, we have kept this vehicle in the budget (Lines 147 - 149 (B)). We understand that this project will receive a new 4WD vehicle from the insurance money from the Chevy Blazer that was stolen from Crea. However, it is not clear how long this process will take. We anticipate needing at least two 4WD vehicles to implement activities in the city and in the field. While we would be interested in looking at the van which USAID has in storage, this is probably not the most appropriate vehicle for our needs in town or in the field.

f. Q: Lines 168 - 170 (A) Public Information Campaigns for Voto Domiciliario and Documento Unico. These items will depend on the assessment of Phase I activities and the availability of funds.

A: These items have been deleted until further review after Phase I.

h. NOTE: Line 171 Pollworker/Pollwatcher Manuals. Upon further review and based on past institutional experience, the original amount was not sufficient for printing the number of manuals needed nation-wide. We increased this line item to \$30,000 in order to be able to cover these costs realistically.

- I. **NOTE:** We moved \$50,000 from Special Events, Component I.B., Training Activities and Materials (Line 214 (A)) to the Commodities section, Large Scale Printing and Production (Line 157 (B)). These materials will be printed matter and qualify as commodities.

**4. Office Expenses**

- a. **Q:** Line 181 (A) - Communications seems too high.

**A:** This item 170 (B) has been reduced to \$1200 per month.

**5. Special Events:**

- a. **Q:** Lines 197 - 198 (A) Seminar Expediting SIRES and Support to Data Input on Birth Certificates. Please explain these activities. USAID wants to spend as little as possible on training and seminars.

**A:** These items were time sensitive for the registration process. They have been deleted.

- b. **Q:** Lines 199 and 200 (A). Please explain these activities.

**A:** These training sessions (Lines 191-192 (B)) are part of the overall strategy for Component I. The training sessions are for collection, consolidation, and transmission of data. Additional training is planned in conjunction with the TSE for candidate registration and results transmission. In order for the process to run smoothly, the people implementing it must be well-prepared, with training in planning and procedures.

- c. **Q:** Lines 201 - 203 Please explain or plan only one national level evaluation before and after the elections, with representation from the provinces.

**A:** These activities were planned based on IFES experience in Uganda, Haiti, and other countries where we have had long-term projects. We held evaluation workshops with the provincial level officials in each province. Their comments, concerns, and suggestions were synthesized by IFES and used as the basis of discussion for the national level workshop. The national level workshop included national election officials, political parties, candidates, NGOs, and international organizations. The provincial level officials were pleased with the chance to give substantive feedback to the national level decision-makers. All the participants were satisfied with this forum and format. We would like to repeat these activities in El Salvador.

We have deleted the pre-election provincial level workshop given the amount of time since the last election and the new circumstances surrounding the upcoming elections. We still plan to hold the post-election evaluation workshops at both levels because the process will be fresh, and suggestions and lessons can be applied during Phase II in preparation for the presidential elections.

- d. **Q:** Line 205 (A) - Please delete. USAID is working on the national level, not the municipal level. We will work with the Tribunal on the methodology and content of the training, but we will not be doing the training.

**A:** We have changed these workshops to the provincial level, rather than municipal (Line 196 (B)). They will be attended by provincial level election officials and held in conjunction with the TSE. Per #5.b. above, workshops in the area of pollworker training, vote count, results transmission, and procedures must be consistent across the board for all election officials. We have reduced the cost of each workshop to be consistent with other activities at this level.

- e. **Q:** Line 207 (A) - Additional Election Support Activities. Please explain.

**A:** This line item (Line 200 (B)) now reads "Other Election Support Activities" and has been reduced to \$25,000. In every election there arise unforeseen activities, needs, and requests that emerge as the process progresses. For example, in Haiti, IFES had the idea of computerizing the list of polling place addresses. This small activity was initially planned to take 4 days and \$800. Eleven months later, this idea had turned into a major undertaking because we discovered that the addresses were not written anywhere, and there was much confusion within the electoral system about where the polling places were actually located. This activity turned into a national level research and data collection project that resulted in a computerized database of polling place addresses. For the first time, Haitian electoral officials had this information in one list and could use it for voter education campaigns, election planning, and logistics. The president of the council called this list a "jewel" that IFES has given the country. This is just one example of useful ideas and activities that arise during the course of most projects. This line item will be used for such activities.

- f. Line 214 (A) Component IB, Design Training Activities and Materials has been reduced to \$75,000 (Line 205 (B)). \$50,000 of this line item was moved to commodities (Line 157 (B)), and the remaining \$100,000 was reduced to \$75,000.

- g. **Q:** Line 220 (A) - Component II, NGO Subgrants - Please combine these two phases into a single line item. The total cost should be \$600,000. We will revisit this line item after Phase I to assess future needs for NGO activities.

A: The line items have been combined (Line 211 (B)), and the total cost is \$600,000.

- h. Q: Lines 230 - 231 (A) - Component II. Please delete Focus Groups/Survey Analysis for Documento Unico and Voto Domiciliario. We will revisit this line item after Phase I if/when the Government of El Salvador advances these reforms.

A: These items have been deleted. Please note that \$50,000 for survey and monitoring activities has been added in light of the new performance monitoring activities and indicators (Line 218 (B)).

- I. Q: Line 234-244 (A) - Component III Selected Electoral Reforms should be replaced with "Other Selected Activities." The detailed line items should be deleted and replaced with a total fund of \$500,000.

A: These changes have been made (Line 221-222 (B)).

- j. Q: Line 253 - Legal fees and audits. Please explain.

A: This line item is standard in IFES budgets and based on experience with other projects in Latin America. We regularly consult lawyers to review contracts and other issues that arise during project implementation. We also foresee consulting lawyers in El Salvador for issues such as our field office policies and compliance with local laws.

We trust our responses have addressed your comments and questions. Please contact me if you would like any additional information. We look forward to discussing and finalizing the budget and work plan with you soon.

Thank you and best regards.

REVISION 300 - 10"

PO	LABOR	Name	No.	Daily Rate	Total Days	Total Hours	Hourly Rate*	Multi-plier	Burdened Hourly Rates*	Subtotals	Subtotals by Category	Total
IFES TECHNICAL ASSISTANCE AND CIVIC EDUCATION PROJECT - EL SALVADOR												09/26/96
Period: September 1996 - February 1998												
File: h:\users\forms\iqclelsal1\elsal12.wk4												
TIME:												
FUNCTIONAL CATEGORY												
INTERNATIONAL LABOR												
1	Program Implementation Specialist/Project Manager	TBD	1	Manager	\$419.00	360	2880	52.38	2.16	\$113.13	325,814.40	
2	Media/Communications Specialist (senior-level)	Gish	1	Specialist	\$393.00	260	2080	49.13	2.16	\$106.11	220,708.80	
3	Management Specialist (mid-level)	TBD	1	Grants Mgr.	\$262.00	360	2880	32.75	2.16	\$70.74	203,731.20	
4	Elections Specialist (mid-level)	Garcia	1	Specialist	\$315.00	234	1872	39.38	2.16	\$85.05	159,213.60	
5	MIS Specialist (senior-level)	TBD	1	Specialist	\$440.00	104	832	55.00	2.16	\$118.80	98,841.60	
6	Elections Specialist (senior-level)	TBD	1	Res. X/Log.	\$367.00	130	1040	45.88	2.16	\$99.09	103,053.60	
7	Management Specialist (senior-level)	TBD	1	OD	\$367.00	156	1248	45.88	2.16	\$99.09	123,664.32	
8	Training/Program Specialist (senior-level)	TBD	1	Facilitator	\$367.00	39	312	45.88	2.16	\$99.09	30,916.08	
9	Program Implementation Specialist (junior-level)	Seiger	1	Prog. Officer	\$145.60	360	2880	18.20	2.16	\$39.31	113,218.56	
10	Management Specialist (senior-level)	Soudriette	1	President	\$448.00	17	136	56.00	2.16	\$120.96	16,450.56	
11	Program Implementation Specialist (junior level)	Nadeau	1	Dep. Dir.	\$218.38	50	400	27.30	2.16	\$58.96	23,582.88	
12	Program Implementation Specialist (senior-level)	Jones	1	Director	\$244.86	30	240	30.61	2.16	\$66.11	15,866.93	
13	Accountant (mid-level)	Castilla	1	Accountant	\$184.80	44	352	23.10	2.16	\$49.90	17,563.39	
14	Media/Com. Specialist/ Resource & Press Ctr. (mid-level)	Kennedy	1	Res.Center	\$262.88	6	48	32.86	2.16	\$70.98	3,406.92	
15	Administrative Support	Ramirez	1	Prog. Asst.	\$92.96	175	1400	11.62	2.16	\$25.10	35,138.88	
Total International Labor											\$1,491,171.72	
Labor - El Salvador												
16	Deputy Director/Administration Supervisor		1	local	\$90.00	360	2880	11.25	2.16	\$24.30	69,984.00	
17	Senior Accountant		1	local	\$90.00	360	2880	11.25	2.16	\$24.30	69,984.00	
18	Project Coordinator	Civic Ed	2	locals	\$55.00	360	2880	6.88	2.16	\$14.85	85,536.00	
19	Project Coordinator	Tech. Asst.	2	local	\$55.00	360	2880	6.88	2.16	\$14.85	85,536.00	
20	Resource Center/Press Center Manager		1	local	\$55.00	360	2880	6.88	2.16	\$14.85	42,768.00	
21	Accounting Assistant		3	local	\$55.00	360	2880	6.88	2.16	\$14.85	128,304.00	
22	Logistics/Driver/Dispatcher		2	local	\$35.00	390	3120	4.38	2.16	\$9.45	58,968.00	
23	Regional Project Coordinators		4	locals	\$45.00	132	1056	5.63	2.16	\$12.15	51,321.60	
Total Labor El Salvador											\$592,401.60	
TOTAL LABOR												\$2,083,573.32
MATERIALS:												
DIRECT BENEFITS												
	Post Differential		1	Manager			1	salary	rate	15%	22,626.00	
	Post Differential		1	Grants Mgr			1	salary	rate	15%	14,148.00	
	Housing Allowance		2	Manager			18	months		1,125.00	40,500.00	
	Combined Shipping, Storage and Air Freight		2	Manager			1	rate		11,400.00	22,800.00	
	Education Allowance		2	Manager			2	dependents		6,500.00	26,000.00	
	Local Staff Allowances		1	Project			1	staff	rate	38%	104,218.80	
TOTAL DIRECT BENEFITS											\$230,292.80	
TRAVEL												
Airfare (See Timeline for details)												
WDC - San Salvador												
	Program Implementation Specialist/Project Manager		1	3	rtrips		1,200	rtrip			3,600.00	
	Dependents (Program Manager & Grants Manager)		2	12	rtrips		1,200	rtrip			14,400.00	
	Media/Communications Specialist		2	6	rtrips		1,200	rtrip			7,200.00	
	Project Implementation Specialist/Grants		3	2	rtrips		1,200	rtrip			2,400.00	
	Elections Specialist		4	1	rtrips		1,200	rtrip			1,200.00	
	MIS Specialist		5	2	rtrips		1,200	rtrip			2,400.00	
	Election Specialist/Logistics		8	1	rtrips		1,200	rtrip			1,200.00	
	Program Implementation Specialist		10	6	rtrips		1,200	rtrip			7,200.00	
	Program On-Site Visits	11, 12, 13	4	4	rtrips		1,200	rtrip			4,800.00	
	Accountant		14	2	rtrips		1,200	rtrip			2,400.00	

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A	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
67		Colombia - San Salvador													
68		Elections Specialist	4	5	rtrips				1,200	rtrip			6,000.00		
69		Other Latin America - San Salvador													
70		Management Specialist/OD	7	3	rtrips				1,200	rtrip			3,600.00		
71		Elections Specialist - Results X	6	1	rtrips				1,200	rtrip			1,200.00		
72		Training/Program Specialist/Facilitator	9	2	rtrips				1,200	rtrip			2,400.00		
73		Total Airfare												\$60,000.00	
74		Local Transportation													
75		Washington, DC		18	months				1	project		\$25.00	450.00		
76		In-Country (taxis and 4WD vehicle rental as needed)		18	months				1	fund		\$700.00	12,600.00		
77		Travel for Regional Coordinators		4	staff				99	days		\$10.00	3,960.00		
78		Total Local Transportation												\$17,010.00	
79		US PerDiem													
80		Washington, DC	1	2	trip				7	days		\$162.00	2,268.00		
81		Washington, DC	3,4	2	trips				7	days		\$162.00	2,268.00		
82		Miami, FL	layovers	1	fund				7	days	1	\$115.00	805.00		
83		Local Per Diem													
84		San Salvador - Project Implementation Specialist/Manager	1	1	arrival/dep				46	days		\$139.00	6,394.00		
85		San Salvador - Dependents (1 spouse, 2 children)	1	2	arrival/dep	2	full per diem		46	days		\$139.00	12,788.00		
86		San Salvador - Project Implementation Specialist/Grants	3	1	arrival/dep				46	days		\$139.00	6,394.00		
87		San Salvador - Dependents (1 spouse, 2 children)	3	2	arrival/dep	2	full per diem		46	days		\$139.00	12,788.00		
88		San Salvador - Media/Communications Specialist	2	10	months				31	days		\$139.00	43,090.00		
89		San Salvador - Elections Specialist	4	9	months				31	days		\$139.00	38,781.00		
90		San Salvador - MIS Specialist	5	4	months				31	days		\$139.00	17,236.00		
91		San Salvador - Elections Specialist - Results X/Logistics	6	5	months				31	days		\$139.00	21,545.00		
92		San Salvador - Management Specialist/OD	7	6	months				31	days		\$139.00	25,854.00		
93		San Salvador - Training/Program Specialist	9	1.5	months				31	days		\$139.00	6,463.50		
94		San Salvador - Program Implementation Specialist	10	6	trips				14	days		\$139.00	11,676.00		
95		San Salvador - Program On-Site Visits	11, 12, 13	5	trips				6	days		\$139.00	4,170.00		
96		San Salvador - Accountant	14	2	trips				7	days		\$139.00	1,946.00		
97		El Salvador - Regional Project Coordinators	27	4	staff				66	days		\$91.00	24,024.00		
98		San Salvador - Regional Project Coordinators	27	4	staff				10	days		\$139.00	5,560.00		
99		Total Per Diem												\$244,050.50	
100		Other Travel Fees													
101		Expenses (immunizations, taxes, excess baggage)		1	project				50	rtrips		\$150.00	7,500.00		
102		MEDEX (short-term)		8	people				1	coverage		\$30.00	240.00		
103		MEDEX (long-term)		7	people				1	coverage		\$150.00	1,050.00		
104		DBA Insurance (field coverage)		6,904	100's				1	coverage		3.61	24,921.90		
105		Total Other Travel Fees												\$33,711.90	
106		TOTAL TRAVEL													\$354,772.40
107		COMMODITIES - FURNITURE AND EQUIPMENT													
108		Field Office Equipment													
109		Pentium Computers/Monitors		12	units				1	office		4,000	48,000.00		
110		Network Server and Software		1	unit				1	office		6,000	6,000.00		
111		Laptop Computers (Mobile Use)		4	units				1	office		3,400	13,600.00		
112		Portable Printers (Mobile Use)		4	units				1	office		400	1,600.00		
113		Computer Accessories and Software		16	units				1	office		1,200	19,200.00		
114		Modems		6	units				1	office		300	1,800.00		
115		Laser Printer		3	units				1	office		1,500	4,500.00		
116		Photocopier		1	unit				1	office		10,000	10,000.00		
117		UPS Power Surge Units		10	units				1	office		400	4,000.00		
118		Facsimile Machine		1	unit				1	office		700	700.00		
119		Central Telephone System		1	system				1	office		10,000	10,000.00		
120		Television/VHS		1	system				1	office		1,000	1,000.00		
121		Video Camera		1	unit				1	office		1,000	1,000.00		
122		Office Furniture		1	fund				1	office		3,000	3,000.00		
123		Air Conditioners		1	system				1	office		10,000	10,000.00		
124														\$124,400.00	

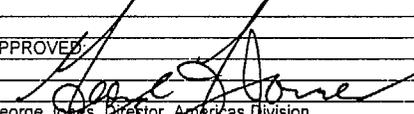
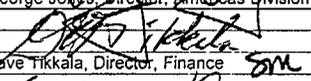
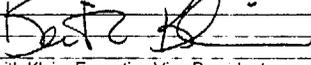
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BEST AVAILABLE COPY

A	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
131		Tribunal Supremo Electoral/RNPN													
132		Software for Results Transmission		1	budget				1	project		70,000	70,000.00	\$70,000.00	
133															
134		Resource Center/Press Center													
135		Computer Accessories and Software		1	unit				1	library		1200	1,200.00		
136		Laser Printer		1	unit				1	library		1500	1,500.00		
137		Photocopier		1	unit				1	library		6000	6,000.00		
138		Television/VHS		1	unit				1	library		1000	1,000.00		
139		UPS Power Surge Units		5	units				1	library		400	2,000.00		
140		Office Furniture		1	fund				1	library		1000	1,000.00		
141		Multimedia Projector		1	unit				1	center		5000	5,000.00		
142		Lighting System		1	unit				1	center		500	500.00		
143		Furniture		1	fund				1	center		2,500	2,500.00		
144		Facsimile Machine		1	unit				1	center		700	700.00		
145														\$21,400.00	
146		Vehicle Commodity													
147		4WD Vehicle and Spare Parts		1	vehicle				1	project		35,000	35,000.00		
148		Shipping Expenses (vehicle)		1	vehicle				1	project		3,000	3,000.00		
149														\$38,000.00	
150		Large Scale Printing & Production													
151		Posters		1	budget				1	project		8,000	8,000.00		
152		Bulletins		1	budget				1	project		7,000	7,000.00		
153		Electoral Statistics Report		1	budget				1	TSE		10,000	10,000.00		
154		Training Documents		1	budget				1	project		9,000	9,000.00		
155		Pollworker/Pollwatcher Manuals		1	budget				1	project		30,000	30,000.00		
156		Materials - Institutional Strengthening		1	budget				1	project		50,000	50,000.00		
157		Shipping & Handling (Commodities)		1	budget				1	office		10,000	10,000.00		
158														\$124,000.00	
159															
160		TOTAL FURNITURE & EQUIPMENT COMMODITIES													\$387,800.00
161															
162		MATERIALS BURDEN (COMMODITIES)							base	\$387,800.00		8.75%			\$33,932.50
163															
164		OFFICE EXPENSES													
165		Field Office Expenses													
166		Office Lease		18	months				1	project		1,300	23,400.00		
167		Office Utilities/Support		18	months				1	project		200	3,600.00		
168		Repairs & Maintenance		18	months				1	project		200	3,600.00		
169		Communications (telephone/fax/other)		18	months				1	project		1,200	21,600.00		
170		Supplies		18	months				1	project		500	9,000.00		
171		Postage & Delivery Charges		18	months				4	packages		150	10,800.00		
172		Shipping		18	months				1	project		100	1,800.00		
173		Reproduction		18	months				1	project		800	14,400.00		
174		Fuel & Oil Expenses		18	months				500	gals.		\$2	18,000.00		
175		Vehicle Maintenance, Support, Insurance		18	months				2	vehicles		500	18,000.00		
176		Computer Repairs		18	months				1	fund		250	4,500.00		
177		Total Field Office Expenses												\$128,700.00	
178															
179		Home Office Expenses													
180		Communications		18	months				1	project		500	9,000.00		
181		Postage & Delivery Charges		18	months				2	packages		150	5,400.00		
182		Total Home Office Expenses												\$14,400.00	
183															
184		TOTAL OFFICE EXPENSES													\$143,100.00
185															
186		SPECIAL EVENTS													
187															
188		COMPONENT I. A - Election Support to TSE													
189		Site Rental & Facilitation													
190		Seminar-Candidate Registration Procedures		1	session				1	project		25,000	25,000.00		
191		Seminar-Pollworker, Count, Results X Proc. (nat'l)		1	sessions				1	project		25,000	25,000.00		
192		Pre-Election Evaluation (national)		1	session				1	project		5,000	5,000.00		
193		Post-Election Evaluation (provincial)		14	sessions				1	project		2,000	28,000.00		
194		Post-Election Evaluation (national)		1	session				1	project		5,000	5,000.00		
195		Seminar-Pollworker, Count, Results X Proc. (provincial)		14	session				1	project		2,000	28,000.00		

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196		Election Management Training (provincial)			14 sessions				1	project		2,000	28,000.00		
197		Resource Center/Election Materials Library - Materials			1 fund				1	project		5,000	5,000.00		
198		Press Center Activities			1 fund				1	project		3,000	3,000.00		
199		Other Election Support Activities			1 fund				1	project		25,000	25,000.00		
200		Total Component I.A.												177,000.00	
201															
202		COMPONENT I.B. - Institutional Strengthening													
203		Team Building Seminar			1 session				1	project		5,000	5,000.00		
204		Training Activities and Materials			1 fund				1	project		75,000	75,000.00		
205		Total Component I.B.											80,000.00		
206															
207		Total Component I												\$257,000.00	
208															
209		COMPONENT II - Citizen Participation													
210		NGO Sub-Grants			1 fund				1	project		600,000	600,000.00		
211		Site Rental and Facilitation													
212		Performance Monitoring Activities													
213		Focus Groups													
214		Rural Women/Youth 16-22 Pre/Post-Election			4 groups				14	departments		2,000	112,000.00		
215		NGO Representatives, Pre/Post Election			2 groups				1	project		4,000	8,000.00		
216		Feasibility Study - Formal Education System			1 study				1	project		5,000	5,000.00		
217		Survey and Monitoring Activities			1 fund				1	project		50,000	50,000.00		
218		Total Component II												\$775,000.00	
219															
220		COMPONENT III - Other Selected Activities			1 fund				1	project		500,000	500,000.00		
221		Total Component III												\$500,000.00	
222															
223		TOTAL SPECIAL EVENTS													\$1,532,000.00
224															
225		OTHER DIRECT COSTS													
226		Written Translation			1 fund				1	project		5,000	5,000.00		
227		Subscriptions			18 months				1	project		50	900.00		
228		Wire Transfers and Currency Conversion			18 months				1	project		200	3,600.00		
229		24 hour Security			18 months				1	project		1,000	18,000.00		
230		Legal Fees and Audits (US & El Salvador)			1 fund				1	project		10,000	10,000.00		
231		Office Insurance			18 months				1	project		250	4,500.00		
232		TOTAL OTHER DIRECT COSTS													\$42,000.00
233															
234															
235		TOTAL MATERIALS													\$2,723,897.70
236															
237		TOTAL TIME AND MATERIALS													\$4,807,471.02
238															
239															
240		APPROVED													
241															
242		George Jones, Director, Americas Division													
243															
244															
245		Dave Hikkala, Director, Finance													
246															
247															
248		Keith Klein, Executive Vice President													
249															
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9/26/96  
Date

9/26/95  
Date

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3	A	IFES TECHNICAL ASSISTANCE AND CIVIC EDUCATION PROJECT - EL SALVADOR														08/26/96
4		Period: September 1996 - February 1998														
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66		Elections Specialist	4	1	rtrips				1,400	rtrip				1,400.00		
67		MIS Specialist	5	2	rtrips				1,400	rtrip				2,800.00		
68		Election Specialist/Logistics	8	1	rtrips				1,400	rtrip				1,400.00		
69		Program Implementation Specialist	10	6	rtrips				1,400	rtrip				8,400.00		
70		Program Implementation Specialist	11	1	rtrips				1,400	rtrip				1,400.00		
71		Lawyer	12	2	rtrips				1,400	rtrip				2,800.00		
72		Program Implementation Specialist	13	2	rtrips				1,400	rtrip				2,800.00		
73		Accountant	14	2	rtrips				1,400	rtrip				2,800.00		
74		Colombia - San Salvador														
75		Elections Specialist	4	5	rtrips				1,400	rtrip				7,000.00		
76		Other Latin America - San Salvador														
77		Management Specialist/OD	7	3	rtrips				1,500	rtrip				4,500.00		
78		Elections Specialist - Results X	6	1	rtrips				1,500	rtrip				1,500.00		
79		Training/Program Specialist/Facilitator	9	2	rtrips				1,500	rtrip				3,000.00		
80		Total Airfare														
81																
82		Local Transportation														
83		Washington, DC		18	months				1	project		\$25.00		450.00		
84		In-Country (taxi and 4WD vehicle rental as needed)		18	months				1	fund		\$350.00		6,300.00		
85		Total Local Transportation														
86																
87		US PerDiem														
88		Washington, DC	1	2	trip				7	days		\$162.00		2,268.00		
89		Washington, DC	3, 4	2	trips				7	days		\$162.00		2,268.00		
90		Miami, FL	layovers	1	fund				7	days		\$115.00		805.00		
91		Local Per Diem														
92		San Salvador - Project Implementation Specialist/Manager	1	1	arrival/dep				46	days		\$139.00		6,394.00		
93		San Salvador - Dependents (1 spouse, 2 children)	1	2	arrival/dep	2	full per diem		46	days		\$139.00		12,788.00		
94		San-Salvador - Project Implementation Specialist/Grants	3	1	arrival/dep				46	days		\$139.00		6,394.00		
95		San Salvador - Dependents (1 spouse, 2 children)	3	2	arrival/dep	2	full per diem		46	days		\$139.00		12,788.00		
96		San Salvador - Media/Communications Specialist	2	10	months				31	days		\$139.00		43,090.00		
97		San Salvador - Elections Specialist	4	9	months				31	days		\$139.00		38,781.00		
98		San Salvador - MIS Specialist	5	4	months				31	days		\$139.00		17,236.00		
99		San Salvador - Elections Specialist - Results X	6	2	months				31	days		\$139.00		8,618.00		
100		San Salvador - Management Specialist/OD	7	6	months				31	days		\$139.00		25,854.00		
101		San Salvador - Election Specialist/Logistics	8	3	months				31	days		\$139.00		12,927.00		
102		San Salvador - Training/Program Specialist	9	1.5	months				31	days		\$139.00		6,463.50		
103		San Salvador - Program Implementation Specialist	10	6	trips				14	days		\$139.00		11,676.00		
104		San Salvador - Program Implementation Specialist	11	1	trips				6	days		\$139.00		834.00		
105		San Salvador - Lawyer	12	2	trips				6	days		\$139.00		1,668.00		
106		San Salvador - Program Implementation Specialist	13	2	trip				6	days		\$139.00		1,668.00		
107		San Salvador - Accountant	14	2	trips				7	days		\$139.00		1,946.00		
108		Total Per Diem														
109																
110		Other Travel Fees														
111		Expenses (immunizations, taxes, excess baggage)		1	project				50	rtrips		\$150.00		7,500.00		
112		MEDEX (short-term)		8	people				1	coverage		\$30.00		240.00		
113		MEDEX (long-term)		7	people				1	coverage		\$150.00		1,050.00		
114		DBA Insurance (field coverage)		16,416	100's				1	coverage		3.61		59,261.76		
115		Total Other Travel Fees														
116																
117		TOTAL TRAVEL												361,268.26		\$361,268.26
118																
119		COMMODITIES - FURNITURE AND EQUIPMENT														
120		Field Office Equipment														
121		Pentium Computers/Monitors		12	units				1	office		4,000		48,000.00		
122		Network Server and Software		1	unit				1	office		6,000		6,000.00		
123		Laptop Computers (Mobile Use)		4	units				1	office		3,400		13,600.00		
124		Portable Printers (Mobile Use)		4	units				1	office		400		1,600.00		
125		Computer Accessories and Software		16	units				1	office		1,200		19,200.00		
126		Modems		6	units				1	office		300		1,800.00		
127		Laser Printer		3	units				1	office		1,500		4,500.00		
128		Photocopier		1	unit				1	office		10,000		10,000.00		

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A	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
129		UPS Power Surge Units		20	units				1	office		400		8,000.00		
130		Facsimile Machine		1	unit				1	office		700		700.00		
131		Central Telephone System		1	system				1	office		10,000		10,000.00		
132		Television/VHS		1	system				1	office		1,000		1,000.00		
133		Video Camera		1	unit				1	office		1,000		1,000.00		
134		Office Furniture		1	fund				1	office		3,000		3,000.00		
135		Tribunal Supremo Electoral/RNPN							1	project		70,000		70,000.00		
136		Software for Results Transmission		1	budget											
137		Voto Domiciliario		1	fund				1	project		20000		20,000.00		
138		Software														
139		Resource Center/Election Materials Library		1	unit				1	library		4000		4,000.00		
140		Pentium Computer/Monitor		1	unit				1	library		1200		1,200.00		
141		Computer Accessories and Software		1	unit				1	library		1500		1,500.00		
142		Laser Printer		1	unit				1	library		6000		6,000.00		
143		Photocopier		1	unit				1	library		1000		1,000.00		
144		Television/VHS		1	unit				1	library		400		2,000.00		
145		UPS Power Surge Units		5	units				1	library		1000		1,000.00		
146		Office Furniture		1	fund											
147		Press Center							1	center		4000		4,000.00		
148		Pentium Computer/Monitor		1	unit				1	center		1200		1,200.00		
149		Computer Accessories and Software		1	unit				1	center		1500		1,500.00		
150		Laser Printer		1	unit				1	center		2500		2,500.00		
151		Photocopier		1	unit				1	center		1000		1,000.00		
152		Television/VHS		1	unit				1	center		5000		5,000.00		
153		Multimedia Projector		1	unit				1	center		700		700.00		
154		Facsimile Machine		1	unit				1	center		400		2,400.00		
155		UPS Power Surge Units		6	units				1	center		500		500.00		
156		Lighting System		1	unit				1	center		1,000		1,000.00		
157		Public Address System		1	unit				1	center		1,000		1,000.00		
158		Furniture		1	fund											
159		Vehicle Commodity							1	project		35,000		35,000.00		
160		4WD Vehicle and Spare Parts		1	vehicles				1	project		3,000		3,000.00		
161		Shipping Expenses (Vehicle)		1	budgets											
162		Large Scale Printing & Production							1	project		8,000		8,000.00		
163		Posters		1	budget				1	project		7,000		7,000.00		
164		Bulletins		1	budget				1	TSE		10,000		10,000.00		
165		Electoral Statistics Report		1	budget				1	project		9,000		9,000.00		
166		Training Documents		1	budget				1	project		15,000		15,000.00		
167		Pollworker/Pollwatcher Manuals		1	budget											
168		Materials for Public Information Campaigns							1	campaign		75,000		75,000.00		
169		Voto Domiciliario		1	budget				1	campaign		75,000		75,000.00		
170		Documento Unico		1	budget				1	office		10,000		10,000.00		
171		Shipping & Handling (Commodities)		1	budget											\$502,900.00
172		TOTAL FURNITURE & EQUIPMENT COMMODITIES														
173									base	\$502,900.00		8.75%				\$44,003.75
174		MATERIALS BURDEN (COMMODITIES)														
175																
176		OFFICE EXPENSES														
177		Field Office Expenses							1	project		1,300		23,400.00		
178		Office Lease		18	months				1	project		200		3,600.00		
179		Office Utilities/Support		18	months				1	project		200		3,600.00		
180		Repairs & Maintenance		18	months				1	project		2,000		36,000.00		
181		Communications (telephone/fax/other)		18	months				1	project		500		9,000.00		
182		Supplies		18	months				4	packages		150		10,800.00		
183		Postage & Delivery Charges		18	months				1	project		100		1,800.00		
184		Shipping		18	months				1	project		800		14,400.00		
185		Reproduction		18	months				500	gals.		\$2	/gal.	18,000.00		
186		Fuel & Oil Expenses		18	months				2	vehicles		500	/mo.	18,000.00		
187		Vehicle Maintenance, Support, Insurance		18	months											
188		Home Office Expenses							1	project		500		9,000.00		
189		Communications		18	months				2	packages		150		5,400.00		
190		Postage & Delivery Charges		18	months											\$153,000.00
191		TOTAL OFFICE EXPENSES														

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A	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
192																
193		SPECIAL EVENTS														
194																
195		COMPONENT I. A - Election Support to TSE														
196		Site Rental & Facilitation														
197		Seminar-Expediting SIREs		1	session				1	project		10,000		10,000.00		
198		Support to Data Input on Birth Certificates		1	activity				1	project		15,000		15,000.00		
199		Seminar-Candidate Registration Procedures		1	session				1	project		25,000		25,000.00		
200		Seminar-Pollworker, Count, Results X Proc. (nat'l)		1	session				1	project		25,000		25,000.00		
201		Pre-Election Evaluation (provincial)		14	sessions				1	project		2,000		28,000.00		
202		Pre-Election Evaluation (national)		1	session				1	project		5,000		5,000.00		
203		Post-Election Evaluation (provincial)		14	sessions				1	project		2,000		28,000.00		
204		Post-Election Evaluation (national)		1	session				1	project		5,000		5,000.00		
205		Seminar-Pollworker, Count, Results X Proc. (munic.)		1	session				1	project		60,000		60,000.00		
206		Election Management Training (prov., mun.)		14	sessions				1	project		2,000		28,000.00		
207		Additional Election Support Activities		1	fund				1	project		50,000		50,000.00		
208		Resource Center/Election Materials Library - Materials		1	fund				1	project		5,000		5,000.00		
209		Press Center Activities		1	fund				1	project		3,000		3,000.00		
210		Total Component I.A.												287,000.00		
211																
212		COMPONENT I.B. - Institutional Strengthening														
213		Team Building Seminar		1	session				1	project		5,000		5,000.00		
214		Design Training Activities and Materials		1	fund				1	project		150,000		150,000.00		
215		Total Component I.B.												155,000.00		
216																
217		Total Component I												442,000.00		
218																
219		COMPONENT II - Citizen Participation														
220		NGO Sub-Grants														
221		Phase 1		1	fund				1	fund		500,000		500,000.00		
222		Phase 2		1	fund				1	fund		500,000		500,000.00		
223		Total Sub Grants												1,000,000.00		
224		Site Rental and Facilitation														
225		Performance Monitoring Activities														
226		Focus Groups														
227		Rural Women/Youth 16-22 Pre/Post-Election		4	groups				14	departments		2,000		112,000.00		
228		NGO Representatives, Pre/Post Election		2	groups				1	project		4,000		8,000.00		
229		Feasibility Study - Formal Education System		1	study				1	project		5,000		5,000.00		
230		Focus Groups/Survey Analysis - Documento Unico		2	groups				14	departments		2,000		56,000.00		
231		Focus Groups/Survey Analysis - Voto Domiciliario		2	groups				14	departments		2,000		56,000.00		
232		Total Component II												1,237,000.00		
233																
234		COMPONENT III - Selected Electoral Reforms														
235		Voto Domiciliario/RNPN/Documento Unico														
236		Training Seminar (departmental level)		1	session				1	project		10,000		10,000.00		
237		On-going Planning Sessions (all levels)		1	fund				1	project		150,000		150,000.00		
238		Planning Session on Civil Registry		1	session				1	project		5,000		5,000.00		
239		Training Seminars for RNPN Staff		1	fund				1	project		80,000		80,000.00		
240		Training Seminars for Doc. Unico Staff		1	fund				1	project		80,000		80,000.00		
241		Training/Media Support - Voto Domiciliario		1	fund				1	project		100,000		100,000.00		
242		Training/Media Support - Documento Unico		1	fund				1	project		100,000		100,000.00		
243		Additional Activities		1	fund				1	project		10,000		20,000.00		
244		Total Component III												545,000.00		
245																
246		TOTAL SPECIAL EVENTS														\$2,224,000.00
247																

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A	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
248		OTHER DIRECT COSTS														
249		Written Translation		1	fund				1	project		5,000		5,000.00		
250		Subscriptions		18	months				1	project		50		900.00		
251		Wire Transfers and Currency Conversion		18	months				1	project		200		3,600.00		
252		24 hour Security		18	months				1	project		1,000		18,000.00		
253		Legal Fees and Audits		1	fund				1	project		10,000		10,000.00		
254		Office Insurance		18	months				1	project		250		4,500.00		
255		TOTAL OTHER DIRECT COSTS														\$42,000.00
256																
257																\$3,609,633.41
258		TOTAL MATERIALS														
259																\$6,083,343.17
260		TOTAL TIME AND MATERIALS														

MODEL SMALL BUSINESS/SMALL DISADVANTAGED SUBCONTRACTING PLAN

DATE: 9/1/95

CONTRACTOR: International Foundation for Electoral Systems

ADDRESS: 1101 15th Street, NW; ste 300; Washington, D.C. 20005

SOLICITATION OR CONTRACT NO.: SOL No. OP/B/AEP-95-006

ITEM/SERVICE: Democracy and Governance IQC (CLIN 0009)

The following, together with any attachments, is hereby submitted as a Subcontracting Plan to satisfy the applicable requirements of FAR Clause 52.219-9.

- 1. a. The following percentage goals (expressed in terms of a percentage of total planned subcontracting dollars) are applicable to the contract cited above or to the contract awarded under the solicitation cited.
  - 1) Small Business Concerns: N/A % of total planned subcontracting dollars under this contract will go to subcontractors who are small business concerns.
  - 2) To be determined per delivery order
  - 2) Small Disadvantaged Business Concerns: 10% % of total subcontracting dollars under this contract will go to subcontractors who are small business concerns owned and controlled by socially and economically disadvantaged individuals.
- b. For delivery orders over \$500,000, 10% for Gray Amendments per IQC rules The following dollar values correspond to the percentage goals shown in a. above.
  - 1) Total dollars planned to be subcontracted to small business concerns: \$ N/A.
  - To be determined per delivery order
  - 2) Total dollars planned to be subcontracted to small disadvantaged business concerns: \$ \_\_\_\_\_.
  - To be determined per delivery order
- c. The total estimated dollar value of all planned subcontracting (to all types of business concerns) under this contract is \$ N/A to be determined per delivery order
- d. The following principal products and/or services will be subcontracted under this contract, and the distribution among small and small disadvantaged business concerns is as follows:
 

(Products/services planned to be subcontracted to small business concerns are identified by \* - to small disadvantaged business concerns by \*\*)

All travel arrangements to Globe\*

Technical services to African -American Institute - Gray Amendment

(ATTACHMENT MAY BE USED IF ADDITIONAL SPACE IS REQUIRED)



- d. Reviewing solicitations to remove statements, clauses, etc. which may tend to restrict or prohibit SB and SDB participation.
- e. Ensuring periodic rotation of potential subcontractors on bidders lists.
- f. Ensuring that the bid proposal review board documents its reasons for not selecting low bids submitted by small and small disadvantaged business concerns.
- g. Ensuring the establishment and maintenance of records of solicitations and subcontract award activity.
- h. Attending or arranging for attendance of company counsellors at Business Opportunity Workshops, Minority Business Enterprise Seminars, Trade Fairs, etc.
- i. Conducting or arranging for conduct of motivational training for purchasing personnel pursuant to the intent of FAR Clause 52.219-9.
- j. Monitoring attainment of proposed goals.
- k. Preparing and submitting periodic subcontracting reports required.
- l. Coordinating contractor's activities during the conduct of compliance reviews by Federal agencies.
- m. Coordinating the conduct of contractor's activities involving its small and small disadvantaged business subcontracting program.
- n. Additions to (or deletions from) the duties specified above are as follows:

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3. The following efforts will be taken to assure that small and small disadvantaged business concerns will have an equitable opportunity to compete for subcontracts:

- a. Outreach efforts will be made as follows:
  - 1) Contacts with minority and small business trade associations
  - 2) Contacts with business development organizations
  - 3) Attendance at small and minority business procurement conferences and trade fairs
  - 4) Sources will be requested from SBA's PASS system.

- b. The following internal efforts will be made to guide and encourage buyers:
- 1) Workshops, seminars and training programs will be conducted.
  - 2) Activities will be monitored to evaluate compliance with this subcontracting plan.
- c. Small and small disadvantaged business concern source lists, guides and other data identifying small and small disadvantaged business concerns will be maintained and utilized by buyers in soliciting subcontracts.
- d. Additions to (or deletions from) the above listed efforts are as follows:

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4. The bidder (contractor) agrees that the clause entitled Utilization of Small Business Concerns and Small Disadvantaged Business Concerns will be included in all subcontracts which offer further subcontracting opportunities, and all subcontracts (except small business concerns) who receive subcontracts in excess of \$500,000 will be required to adopt and comply with a subcontracting plan similar to this one. Such plans will be reviewed by comparing them with the provisions of FAR Clause 52.210-9, and assuring that all minimum requirements of an acceptable subcontracting plan have been satisfied. The acceptability of percentage goals shall be determined on a case-by-case basis depending on the supplies/services involved, the availability of potential small and small disadvantaged subcontractors, and prior experience. Once approved and implemented, plans will be monitored through the submission of periodic reports, and/or, as time and availability of funds permit, periodic visits to subcontractors' facilities to review applicable records and subcontracting program progress.
5. The bidder (contractor) agrees to submit such periodic reports and cooperate in any studies or surveys as may be required by the contracting agency or the Small Business Administration in order to determine the extent of compliance by the bidder with the subcontracting plan and with the clause entitled Utilization of Small Business Concerns and Small Disadvantaged Business Concerns, contained in the contract.
6. The bidder (contractor) agrees that he will maintain at least the following types of records to document compliance with this subcontracting plan:
- a. Small and Small Disadvantaged Business Concern source lists, guides and other data identifying SB/SDBC vendors.
  - b. Organizations contacted for small and disadvantaged business sources.
  - c. On a contract-by-contract basis, records on all subcontract solicitations over \$100,000, indicating on each solicitation 1) whether small business concerns were solicited, and if not, why

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## Attachment to the Subcontracting Plan

In order to fulfill the anticipated scopes of work for delivery orders under the IQC, IFES has formed the Alliance for Elections and Democracy. The Alliance is headed by IFES and comprises seven other nonpartisan, nonprofit affiliated organizations which are considered leaders in the field of democratic initiatives. These affiliated organizations in the Alliance include: (in alphabetical order) the African-American Institute, the American Political Science Association, the Asia Foundation, Center for Electoral Promotion and Assistance (CAPEL), the League of Women Voters Education Fund, Parliamentarians for Global Action, and the Open Society Institute.

IFES serves as the prime contractor for the IQC. Allied organizations represent the first tier of potential collaborating/allied organizations for specific delivery orders. The Alliance will also meet twice a year at IFES' offices to discuss projects from the previous six months, perform planning functions, and discuss lessons learned. These meetings will be financed by IFES unrestricted funds. However, IFES reserves the right to go outside of the Alliance for subcontractors if required to fulfill Gray Amendment or special expertise contract requirements.

When a delivery order request is received by IFES for response, it will be directed to the office of the Executive Vice President. After consultation with the President and the appropriate Regional Program Director, that Regional unit will be charged with developing a proposal, budget, and evaluation plan for the delivery order response. During this process, the Allied organizations may be requested to fill specific subcontracting needs. The scope of work is expected to vary. On the one hand, Allied organization A may be requested to provide specific staff or consulting personnel to a project team under subcontract to IFES. On the other, Allied Organization B may be tasked with a more complex block of project activities. IFES will request the organization to provide a proposal, budget, and evaluation plan for their designated tasks. This proposal package will be submitted according to a common format. IFES reserves the right to seek proposals from more than one Allied organization. If IFES goes outside of the Alliance for a subcontracting proposal, the same format requirements will be employed. Subcontract proposals will be integrated into a single master proposal submission presented under the name of the prime.

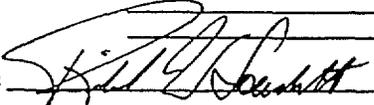
During the course of the subcontract negotiation, reimbursement terms will be decided between IFES and the subcontractor. The subcontractor shall invoice IFES for the services rendered.

After each delivery order is complete, IFES will conduct a review of the subcontractors performance. The review will be conducted by the Regional unit at IFES, with input from all other divisions, Finance, Administration, Resource Center, and the Executive offices. The evaluation will include an examination of objective criteria such as budget compliance, reporting compliance, and adherence to calendars and other contractual requirements. However, IFES will also evaluate the subcontractors' more subjective performance qualities such as abilities to work with local organizations, staffing, responsiveness to project problems.

not; 2) whether small disadvantaged business concerns were solicited, if not, why not; and 3) reasons for the failure of solicited small or small disadvantaged business concerns to receive the subcontract award.

- d. Records to support other outreach efforts: Contacts with Minority and Small Business Trade Associations, etc. Attendance at small and minority business procurement conferences and trade fairs.
- e. Records to support internal activities to guide and encourage buyer workshops, seminars, training programs, etc. Monitoring activities to evaluate compliance.
- f. On a contract-by-contract basis, records to support subcontract award data to include name and address of subcontractor.
- g. Records to be maintained in addition to the above are as follows:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Signed:   
Typed Name: Richard W. Soudriette  
Title: President  
Date: 9/1/95

Plan Accepted By: \_\_\_\_\_  
Contracting Officer

Date: \_\_\_\_\_

NOTE TO CONTRACTING OFFICER: Upon incorporation of a plan into the contract, indicate herein the estimated dollar value of the contract \$\_\_\_\_\_.