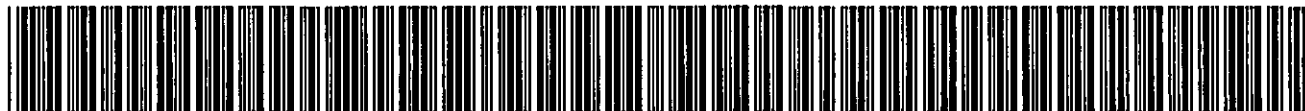


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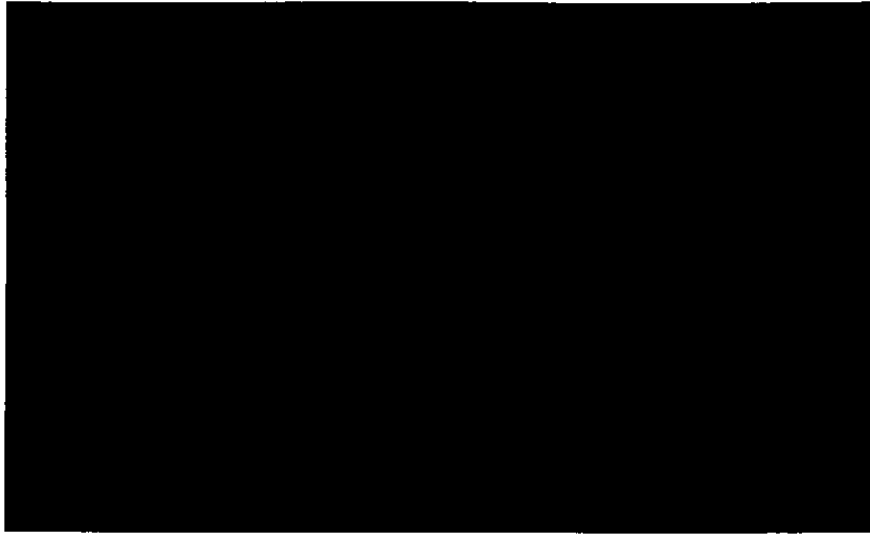
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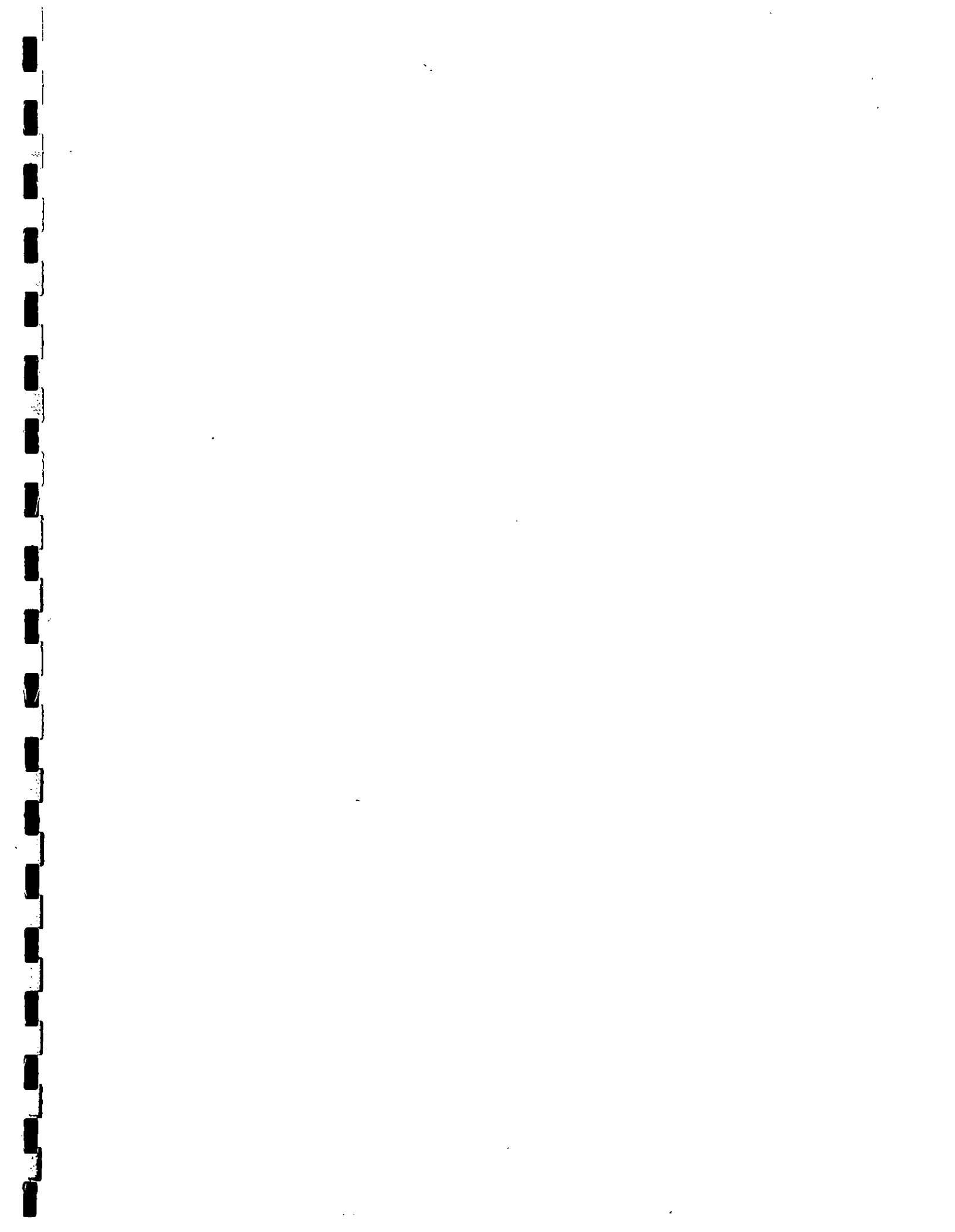
**Bosnia and Herzegovina**  
*Voter Education Program*  
*for 1996*

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**COMPLETION REPORT  
FOR POLITICAL AND SOCIAL PROCESS  
IN BOSNIA-HERZEGOVINA  
VOTER EDUCATION PROGRAM FOR 1996**

**Contract:** AEP 5468-I-00-6003-00, Delivery Order No. 02

**Contractor:** The International Foundation for Election Systems

**USAID Project Office:** USAID/ENI/DG/RLG

**Date:** 25 March 1997

**Document:** Final Project Report

**Authors:** Ed Morgan, IFES/ Project Director  
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**Project No.:** 180-0021

**Project Title:** Political & Social Process in Bosnia-Herzegovina  
Voter Education Program for 1996

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## **I. EXECUTIVE SUMMARY**

The International Foundation for Election Systems (IFES) was invited by USAID to conduct a comprehensive Voter Education Project in central Bosnia under the election provisions included in the Dayton Peace Accords which were signed on November 21, 1995. The IFES on-site project was initially planned to begin six months prior to the 1996 national elections, however, due to several delays in the approval process, only ten weeks were ultimately available to fulfill the original mandate.

Delivery Order No. 2 of Contract No. AEP 5468-I-00-6003-00 between the U.S. Agency for International Development (USAID) and the International Foundation for Election Services (IFES) was signed on 9 July. The effective dates of this Delivery Order (DO) were 25 June to 31 October 1996. On 29 October the completion date was extended to 31 December 1996 due to the then-rescheduled Municipal Elections set for mid-November 1996.

As required by the terms of the DO, IFES fielded a team consisting of a Project Director, three Training Supervisors, and one Media/Communications Specialist. This Technical Assistance team was supported by a local cadre of fifteen (15) Local Trainers, three (3) Program Assistants, one Senior Local Office Manager, a Staff Accountant, and other support staff.

The mission of the IFES/Zenica Voter Education Project was to inform the eligible voting population, in the two central Bosnia cantons of Zenica-Doboj and Middle Bosnia, on the voting process, and importance of participation in the September 14, 1996 elections.

The population of IFES' target area was approximately 724,000 composed mostly of Bosnian Muslims with only 7 of the 22 municipalities (opchinas) dominated by Bosnian Croats. Only a small percentage of Bosnian Serbs remained in this area as a result of the war.

While Municipal Elections were postponed on August 27, 1996, balloting did proceed to fill the offices of the Presidency and National House of Representatives of BiH, the Federation Presidency and House of Representatives, and the Cantonal Assemblies.

Within three weeks of IFES' arrival in Bosnia, the expatriate team, comprised of Project Director Ed Morgan, Training Supervisors Michael Frith and Sarah Farnsworth, and Media Specialist Sally Hunter, had the first group of IFES Local Trainers actively engaged in voter education training sessions. Preceding these sessions the Zenica Project Manager held meetings with local mayors and each of the two Cantonal Presidents to explain the role of IFES in Bosnia. All project activity was conducted from the Resource Center (base of operations) in the city of Zenica, 40 miles north of Sarajevo.

With 15 local trainers and 3 program assistants, IFES/Zenica directly reached over 3,500 voters in six weeks through in-depth, voter education group discussions and presentations. To achieve this, special

effort was made to develop IFES' own voter education materials which included Training Flash Cards, Posters, an Introductory Brochure, and a comprehensive Voter Information Guide. By the last week of the voter education campaign, three television spots and three radio spots had been produced and aired on most media outlets in the central Bosnia region.

In addition to more than 300 voter education and discussion sessions, the IFES Project supported 24 refugee reading centers by collecting a number of local newspapers and distributing nonpartisan election materials produced by IFES, OSCE and USAID/OTI.

A separate outreach effort to reach families of 5,600 school children was conducted through the use of a questionnaire distributed through eleven schools in the Zenica area.

It is difficult to calculate how many voters the Project reached, particularly in the absence of *Nielsen-type* television surveys and unofficial "traffic counts" of citizens reading posters and brochures IFES designed, produced, and posted. However, as a result of the documented attendance at IFES' voter education sessions, the distribution of more than 20,000 IFES Voter Information Guides and more than 30,000 posters, approximately 800 sets of IFES-designed Flash Cards, and the broadcast of media spots on 11 local stations throughout central Bosnia, a conservative estimate of citizens reached could be placed between 50,000 to 100,000.

## **II. BACKGROUND**

The Dayton Accords mandated that elections in Bosnia-Herzegovina (BiH) take place within 6-9 months of the signing of the Peace Agreement, or September 14, 1996 at the very latest. The Organization for Security and Cooperation in Europe (OSCE) was designated to supervise these elections.

In preparation for these elections, the OSCE undertook a limited voter education program. In order to counter the widespread apathy towards the elections and political leaders in general, USAID solicited a proposal for a comprehensive voter education project to be conducted in central BiH.

IFES received the RFP on 7 May and submitted a proposal on 21 May. Due to a change in USAID priorities, a shift resulted in the IFES Resource Center's location from Mostar in west Herzegovina to Zenica in central Bosnia. This alteration, according to USAID, was based on financial constraints which not only reduced the duration of the activity, but the breadth of the regional coverage. Based on these decisions, USAID formally revised the statement of work on 11 June. IFES submitted a revised proposal on 14 June followed by a series of negotiations with the USAID Contracts Office in Washington, D.C. which ended in further program and cost estimate revisions. The final Delivery Order No. 02 under Contract AEP-5468-I-00-6003 in the amount of \$694,744 was signed on 9 July with an effective start date retroactive to 25 June 1996. Under this DO the original completion date was set at 31 October 1996.

### **III. ACTIVITY DESCRIPTION AND CONTRACT REQUIREMENTS<sup>1</sup>**

#### **A. Purpose**

To assist the OSCE and other international organizations in increasing the number of people who are actively involved in the election process (attending candidate fora, participating in discussion groups on campaign issues, implement GOTV efforts) and vote in an informed way.

#### **B. Activity Description**

Under this Voter Education Project, IFES will undertake a comprehensive voter education campaign to inform and engage people in the elections.

Various methods will be used to educate and motivate individuals including:

1) Establishing a voter education Resource Center in Zenica, with two mobile training teams with the technological, physical, and logistic support to "fan-out" in west-central Bosnia and Herzegovina (BiH). In view of the time constraint and language considerations and in order to maximize the impact of the program, it is essential that activities be focused on the west-central region of BiH. Should USAID determine that a critical training need exists beyond this area, IFES will attempt to address the need. The IFES Resource Center will be equipped with computer and reproduction technologies to facilitate the production of educational and training materials as well as provide informational and sample materials on electoral laws and procedures, on civic and voter education programs, and on related training programs. NGOs, the PEC, members of the media, professional educators, and political parties will be able to use the IFES Resource Center to facilitate their activities. At the end of the project, IFES will recommend to USAID options for the disposition of materials and equipment (e.g., a local university, the PEC, indigenous NGOs, etc.) for future use in Bosnia and Herzegovina.

2) Through the IFES Resource Center, information and resources will be made available to NGOs and other groups which are implementing programs to increase the effective participation of residents of BiH in the upcoming national and local elections in the fall of 1996. Materials and resources to be provided to NGOs and the Provisional Election Commission (PEC) may include:

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<sup>1</sup>The following text is verbatim from the IFES-USAID Contract and outlines the final approved IFES scope of work, deliverables and personnel requirements.

- (a) Information and advice on training, public information, civic education, voter education, and electoral procedures from senior advisors in those areas;
- (b) A wide selection of informational materials including examples of civic and voter education material and election laws and regulations from around the world;
- (c) Guidance on the voter information tasks of the PEC, as requested, such as press releases, press conferences and public meetings;
- (d) Computer, printing and audiovisual design equipment and supplies; and
- (e) Material resources for NGOs and PEC activities, as appropriate needs and opportunities arise and resources allow.

The OSCE may also undertake a series of voter education programs designed to encourage and motivate registration, develop citizen awareness of the electoral process, and encourage voting. Locally produced videotapes and radio cassettes will be distributed to private and state radio and television stations for airing as part of a public service campaign under development. The OSCE may also produce printed materials with the same general message as the TV and radio spots for wide distribution. The IFES Voter Education Project will be coordinated with the OSCE's efforts, and with similar campaigns to be mounted by NDI and IRI in other geographic areas, so as to avoid duplication of effort and confusion in the messages made available to the citizens of Bosnia and Herzegovina.

3) IFES will design and organize training workshops and seminars throughout southern Bosnia and Herzegovina. IFES will train a minimum of 15 Bosnians in the Center, who will in turn act as trainers for voter education and motivation workshops and seminars organized by the contractor for NGOs and civic leaders. A minimum of 3 training-of-trainers sessions will be run through the IFES Center. The mobile training teams, in close coordination with the Center, will assist in identifying, coordinating, and training of the 15 key trainers.

NDI will be implementing a civic/voter education program in Bosnia, working primarily with the Tuzla Citizens Forum, the Serbian Citizens Council, and the Croatian Peoples Council. The contractor under this delivery order will target smaller civic-oriented NGOs and groups other than these main civic organizations. A special effort will be made to encourage women to be involved in the electoral process. In smaller communities which do not have active NGOs, the program may train community leaders rather than formal NGOs. As part of this effort, the contractor will develop voter education training manuals and materials to be used and disseminated by the voter education trainers to train others in Bosnia and Herzegovina.

In addition to the 3 training-of-trainer workshops conducted in the Center, a minimum of 25

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voter education seminars conducted by the newly trained Bosnian trainers and the Mobile teams will be delivered for NGOs and community leaders coming from the regions surrounding the center. These seminars will be coordinated with the IFES Resource Center and other international training organizations in order to reach the largest number of people. Literature and posters shall be distributed at the seminars, ensuring that information is disseminated beyond the participants in the seminars. Evaluations will be conducted at the end of each seminar/workshop through the use of post-event evaluation forms and compilation and analysis of data.

**C. Deliverables**

1. Approved work plan/schedule for implementation (COTR, USAID/Washington [ENI and G Bureaus]);
2. Monthly project reports containing: review of progress, constraints, and issues with recommendations to address them with respect to impact, goals and benchmarks (COTR, USAID/Washington);
3. Verbal briefings when requested by COTR and USAID/Washington;
4. Quarterly progress reports and final report as required by the IQC contract under which this delivery order is made;
5. The IFES Voter Education Resource Center established in Zenica will be open for the full length of the project. Two (2) mobile voter education teams, coordinated by the Center will travel throughout west-central Bosnia and Herzegovina implementing a series of at least 10 voter education seminars;
6. Approximately 15 Bosnians trained as trainers in voter education and civic activism;
7. At least 25 voter education seminars are organized to motivate citizens to vote in an informed way as noted earlier; and
8. At the end of the project, a list of the most promising civic-oriented NGOs and/or community leaders for use by USAID in future NGO development programs will be shared with the COTR and USAID/Washington.

#### IV. PROJECT IMPLEMENTATION

##### A. Mobilization

Immediately upon signature of the DO, IFES established contracts with consultants named in the Project proposal: Ed Morgan, Project Director; Mike Frith, Sarah Farnsworth and Paul Prettitore, Trainers; Sally Hunter, Media/Communications Specialist; and Stephen Connolly, Project Manager. (When a case was unexpectedly called to Court, Paul Prettitore, an attorney specializing in human rights cases, was prevented from mobilizing with the rest of the Technical Assistance team. Mr. Prettitore was eventually replaced by a qualified local-hire Trainer/Supervisor as discussed later in this report).

The Area of Responsibility (AOR) assigned to IFES comprised two cantons in the center of Bosnia and Herzegovina: Zenica-Doboj (No. 6) and Middle Bosnia, the Lhasva and Vrbas Valleys (No. 4), as shown in Appendix Q.

The mission of the IFES-Zenica VEP was to inform the eligible voting population in the AOR as to the voting process involved in the September 14, 1996 election and to encourage as many voters as possible to exercise their voting right.

It should be noted that this part of the world has little experience with free and open democratic elections. Its recent 50-year experience was under a totalitarian Communist regime preceded by authoritarian rule spanning many centuries under Byzantine, Ottoman, Hapsburg, and Yugoslavian Royal influence. The most recent election prior to this was a referendum within Bosnia and Herzegovina on February 29 to March 1, 1992, on the issue of its independence as a republic separate from Yugoslavia. Since the aftermath of this election was 3 ½ years of open warfare, the idea of another election was greeted by many with apprehension and skepticism.

It was important to keep in mind that less than ten months earlier massive killings were taking place in our AOR. Ignoring the fact that deep feelings lay beneath the surface of smiles and apparently friendly conversation was to conduct oneself in a naive, foolish and dangerous manner. The pain of indigenous hatred cannot be tempered, let alone eradicated, in ten weeks. The shootings and beatings reported in the IFES AOR during the course of Project activity, while possibly random, were, nevertheless, not idle events. Also noteworthy of the atmosphere is the 11:00 P.M. curfew imposed on most cities and towns in Bosnia-Herzegovina. A fair representation of what had occurred within the last year in the area of Bosnia in which we were operating is reflected in the book by Silber and Little, published in 1995, Yugoslavia, Death of a Nation. Excerpts of chapter 22 deal with our AOR and are included in the Appendix M.

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The IFES base of operation for this Voter Education Project (VEP) was in Zenica, the third largest city in BiH. Zenica, which translates as "the pupil of the eye," is located in the geographic center of the country and became the largest newly planned city in post WWII Yugoslavia. With a 1991 population of 145,000, it also is the site of the largest steel and metallurgical plant in all of former Yugoslavia (which comprised BiH, Slovenia, Croatia, Serbia, Montenegro, and Macedonia).

Bosnia is named for the Bosna River which flows North from Sarajevo to the Sava River and is its border with Croatia and Serbia. Along with Croatia and Serbia, Bosnia was settled by Slavs in the late sixth century, thereby sharing a common language. By the mid-seventh century Croatian and Serbian tribes, both dominated by elements of Iranian origin, invaded and took over various regions within Bosnia and through miscegenation shared the same ethnic origins. Bosnia served as a mountainous frontier between Croatia, linked to Rome and the Catholic Church, and Serbia, tied to Constantinople and Eastern Orthodoxy. In the 1430s the Ottoman Empire pushed westward from Turkey, encouraging many locals to convert to Islam, thereby establishing the third major religious component in this area. Today, Bosnians share ethnic background and language. Religious background is the principal difference among those living in Bosnia and this is somewhat muted with over 30% of the urban population representing mixed marriages. A second distinction is the use of the Latin alphabet by Bosniaks and Croats while the Serbs use the Cyrillic alphabet.

Most of the people in IFES' AOR live along one of three basins through which flow the Vrbas, Lasva, and Bosna Rivers (Appendix R). The entire country is divided into two principal parts, known as "entities": the Federation of Bosnia and Herzegovina and the Republika Srpska. These are subdivided into 109 local jurisdictions known as opchinas. Unlike Srpska, the Federation is further subdivided into ten cantons which are equivalent to mini-states and into which opchinas are assigned.

The municipal and cantonal assemblies choose their respective mayors and presidents who in turn appoint their cabinets which are often balanced to reflect the ethnic makeup of their areas.

While some of the jurisdictional authority has been worked out among these various levels of government, there are still many questions and overlapping interests as indicated by the following chart.

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<u>Division of Powers</u>	<u>Major functions will be divided as follows:</u>		
<u>Federation</u>	<u>Shared Fed/Canton</u>	<u>Canton</u>	<u>Municipality/Opchina</u>
* Foreign Affairs	* Human Rights	* Residual Power	* Self-Rule on
* Citizenship	* Environmental Policy	including:	Local Matters
* Economic Policy	Communications	* Policing	
* Commerce and	* And Transport	* Education	Canton may
Customs		* Culture	delegate:
* Finance	* Social Welfare	* Housing	* Education
* Int'l and Inter-	* Immigration	* Social Welfare	* Culture
Cantonal Crime	* Tourism	* Public Services	* Tourism
* Energy Policy	* Natural Resources	* Land Use	* Local Business
* Taxation for		* Taxation for	* Radio and TV
Federal Purposes		Cantonal Purposes	
		* Radio and TV	

The population of 724,000 within our AOR equaled approximately 1/6 of the pre-war census of BiH and occupied 1/7 of its land area. By the time the Project commenced in mid-July, the ethnic composition of this area was predominately Muslim with some municipalities, particularly in the Vrbas and Lasva Valleys, either dominated by Croats or split into two jurisdictions with each part being governed by the ethnic group dominating that part of town. Only a small percentage of Serbs remained in our two cantons during and after the war and most of these were from or part of mixed marriages.

This mission was further complicated by the different levels of government offices to be filled and the more than 50 political parties and coalitions proffering candidates for various offices. Within IFES' AOR there were candidates for six government sections:

- President of Bosnia and Herzegovina
- National House of Representatives
- President of the Federation of BiH
- Federation House of Representatives
- Cantonal Assemblies
- Municipal Assemblies

On August 27 the municipal portion of the election was postponed until later in the fall of 1996, adding more questions and confusion to the process.

The cumbersome nature of the ballot was dictated by the sheer volume of parties, positions and personalities. The rules for the election process itself, both for the campaign and the election day polling station procedure were difficult to grasp, first, because they were complex, and second,



because they were being created and changed during the campaign up to election day.

Ed Morgan and Michael Frith traveled to BiH on 10 July arriving 11 July; Sally Hunter, Sarah Farnsworth and Steve Connolly followed on 15 July bringing a significant percentage of the approved project commodities including computers and office supplies. While the technical staff initiated activities, Steve Connolly made administrative arrangements including local hire contracts and establishing the Zenica Resource Center's lease. He also obtained USAID approval for a significant increase in local trainer time, to permit training activities to continue for the duration of the activity, and for replacing one of the original expatriate trainers, Paul Prettitore, with a locally hired Trainer/Supervisor.

#### Contract Amendment/Extension

Shortly after the 14 September national elections, it was agreed with USAID Contracting Officer Technical Representative (COTR) Susan Kosinski that a no-cost extension for purposes of preparing materials for the then-scheduled fall Municipal Elections, at that time scheduled for November 1996, was a reasonable use of remaining project funds. A proposal for the extension was submitted on 25 October and approved on 29 October. The revised activity completion date was then set for 31 December.

#### B. Accomplishments

##### 1. Summary of Accomplishments

In addition to achieving all Deliverables required by the Delivery Order as shown in the chart found in Section V.B.2, project staff employed an assortment of other tools to educate and motivate the electorate. The following chart summarizes informational items produced and disseminated via various media (print, radio, television), as well as various training sessions and meetings not specifically required by the DO.

<b>DEVELOPMENT AND DELIVERY OF VOTER EDUCATION MATERIALS</b>		
Voter Education Posters	2,000	"Feel Your Power...Get Involved in the Elections" Voter Awareness Poster produced.
Voter Education Posters (Cyrillic Translation)	30,000	"Feel Your Power...Get Involved in the Elections" Voter Awareness Poster reproduced with OTI and IFOR assistance into Cyrillic for distribution in the RS.

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Voter Information Q&A "Flashcards"	500 sets of 48 in Bos. 500 sets in Croatian	IFES/Zenica has produced a 48 card set of VE Training Flashcards, printed in Bosnian, Croatian, and English for IFES-led training sessions. Copies were shared with the OSCE VE Division.
IFES/Zenica Introduction Brochure	2,000	A "Feel Your Power" two-sided information brochure was produced and widely disseminated. The brochure discussed IFES' VE role in BiH. Preparation of this piece was led by IFES' local staff to assure a clear, locally acceptable message.
Voter Information Guide Brochure	10,000	IFES produced a guide for voters on electoral structures, the roll of poll workers and monitors. This was designed as a tri-fold, two-sided handout which may be reproduced by other international groups.
Voter Information Guide Reprint Agreement(s)	10,000	In cooperation with ABA, NDI and OSCE, more than 10,000 additional copies were printed for use outside IFES/Zenica's primary region.
Voter Education Videos and "Bumpers"	3	IFES/Zenica produced short information and motivation video spots to be aired in the Zenica-Doboj/Middle Bosnia Cantons.
Voter Education Radio Pieces and "Bumpers"	3	IFES/Zenica developed several short information and motivation audio pieces which were shared with local radio stations in the two Cantons. "Flashcard-based" voice-overs were used to challenge voters on key elements of the electoral process.
Local School Flashcard Training Sessions	11	IFES maintained contact with a number of local teachers at several local schools to capitalize on their skills. IFES "Flashcards" and informational material was shared with schools to be introduced to civics classes in early September.
IFES-led Polling Station Procedures Session	(several)	OSCE held an IFES training session in the second week of August at the IFES/Zenica office. Ten members of the IFES local staff attended and afterwards initiated a series of "Station Procedure Sessions" in Zenica.

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Mass Media Interviews	5	IFES/Zenica local and international staff were contacted by local press organizations (OSCE Radio "Fern" (Sarajevo), Radio Beta (Zenica), and TV-Zenica for an introduction to IFES' work and numerous on-air Q&A interviews.
IFES/Zenica Reading Centers	24 Refugee Centers	Throughout the city of Zenica, one of the most populous cities in the Federation, IFES arranged for 24 citywide Reading Centers where voters will find IFES and OSCE Voter Education materials. Copies of nonpartisan reference documents and local newspapers were also made available by IFES for general reading. Materials were updated on a weekly basis.
OSCE Polling Station Procedures Training Session	1	OSCE held an IFES training session in the second week of August at the IFES/Zenica office with 10 members of the IFES local staff in attendance.
Opchina Mayors Visited	22 of 22 (100%)	Beginning at the outset of IFES' arrival, Ed Morgan initiated meetings with Opchina Mayors and Cantonal Presidents (2). Each were visited by 20 August. This interaction opened a number of avenues to VE sessions and facilities and prevented undue outside intervention concerns on the part of these local leaders.
Cantonal Presidents Visited	2 of 2 (100%)	
IFES/Zenica "Walk-ins"	(numerous)	IFES/Zenica arranged the entrance to the resource Center to invite walk-in voter information sessions. Video and print material was shared with citizens.

**2. Achievement of Deliverables**

A summary of Contract deliverables and their achievement is represented in the following chart:

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#	DELIVERABLE	Required	DESCRIPTION
		Achieved	
1	Workplan	1  1 (plus revision)	The original Work Plan was submitted 24 July, following initiation of field activities. A revised Work Plan, incorporating activities called for under the no-cost extension, was submitted on 31 October.
2	Monthly Activity Reports	6 6	The sixth and final Monthly Report was submitted on 7 January.
3	USAID Briefings	as requested  Numerous	IFES/W staff and IFES/Zenica staff have responded to numerous requests for in-person briefings and status reports with USAID's ENI, OTI, and DG decisions since the project was initiated.
4a	Quarterly Progress Reports	2  2	As required by the IQC, Quarterly Reports covering the periods ending 30 September and 31 December were submitted.
4b	Final Report	1 1	As required by the IQC, this Completion Report covers the entire period of Project activities.
5a	Resource Center	1  1	IFES opened the Zenica Resource Center on 4 August. The Center remained open throughout the remainder of the original period of activity.
5b	International Mobile Teams	2  2	Two teams of Internationally-led trainers were deployed during the 2nd week of project activity in Middle Bosnia and Zenica-Doboj Cantons which include 22 Opchinas.
5c	Field (Mobile) TOT Workshops	10 20- Zenica 65- Field	IFES/Zenica Mobile Teams held a series of TOT Sessions during their field missions to allow for non-Zenica based sessions.
6	Local Voter Education Trainers Hired and Instructed	15  15	IFES' cadre of locally hired VE Trainers were 8 exposed to at least 6 days of training on their role, training strategies, and an evaluation of skills lesson. This group consisted of Bosniaks and Croats.

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7	Voter Education Seminars	25 228 Seminars regionally	As of PACD, VE Seminars were held in 22 Opchinas within the two Cantons within the IFES mandate. There were from 3 to 92 participants per session; a total of 2599 individuals benefitted directly.
8	List of NGOs	1 1	A list of the most promising civic-oriented NGOs and/or leaders is attached to this report (see Appendix J)
	Weekly Project Reports	25	IFES/W, at the request of USAID, has produced detailed weekly reports throughout the period of activities.
	Zenica "Training-of-Trainers" (TOT) Workshops	3 groups trained	In a series of TOT Workshops, IFES/Zenica local trainers were trained to take on the role of a local trainer. Materials developed by IFES/Zenica were used to assist in these workshops. Similar materials were used in the field by mobile teams and their local teams. These sessions included a local-language definition of IFES in BiH and an election day procedural "walk-through."

### 3. Program Activity

The first part of the IFES-Zenica team (Morgan and Frith) arrived in Sarajevo on Friday, July 12th, and were met by Igor Beros who served as office manager, but was also at various times driver, translator, recruiter, and indispensable source of much information.

The next day, while Beros and Frith went to Zenica looking for possible office locations, Morgan was briefed at USAID about the shooting of a State Dept. Staff member that occurred the previous night during her return to Sarajevo after having dinner in Kiseljak, 25 km out of the city. This event was of particular interest since Kiseljak was the southernmost municipality within the IFES AOR.

While this incident served as a chilling reminder of the hazardous environment in which the Project operated, it should be noted that we never felt we were in imminent danger. In spite of the presence of IFOR, the Dayton Agreement Implementation Force, we did observe restrictions on freedom of movement and had one or two encounters that reminded us of potential sources of difficulty.

In the course of our travels throughout central Bosnia we saw IFOR military units from many countries. Zenica was under the protection of the Turkish "Garibaldi" Brigade within the American Sector. Our

activities also extended into the British and French Sectors (see Appendix S).

Until the balance of the team (Connolly, Farnsworth, and Hunter) arrived the following Wednesday with 24 cartons of equipment, we continued to check out office sites, screen local hire applicants and orient ourselves as to local conditions. We met other NGO staff and key people already operating within our AOR such as the field staff of the Organization for Security and Cooperation in Europe (OSCE) and the European Community Monitor Mission (ECMM).

On July 18, we set up our operations in the Hotel Internacional in Zenica and began interviewing candidates for the local-hire trainer positions and other positions called for under the terms of the Contract. The following Monday, 22 July, training began with the first eight selectees. Over the next few weeks an additional ten trainers were added from other areas within our two cantons and trained in two subsequently established groups.

Ultimately our training staff consisted of 15 trainers and 3 program assistants. These individuals represented a variety of backgrounds from current university students to engineering, architectural, management, and teaching professions although none had previously conducted training or adult education.

Due to the ethnic sensitivities used to provoke the recent war, we attempted to assemble as equally balanced a group as possible: 9 Bosnians, 7 Croats, 1 Serb Bosnian, and 1 Serb Croat. Of these, 9 were men and 9 were women. Several spoke English which obviated the need for additional translators. Since the expatriate staff was not conversant in Serbo-Croatian, the initial training sessions took longer until the first group of trainers understood our mission and approach and could themselves lead subsequent training orientation sessions with new recruits.

## B. Methodology

### 1. Program

The training program was designed and implemented by Training Supervisors Sarah Farnsworth and Michael Frith. The initial group of local trainers underwent an intensive two-week orientation with much of the time spent in the field. This cadre of trainers also served as a focus group in the design of materials needed to explain the Project goals and in the creation of materials required to explain the election process to our constituency, the voting public (see Appendix S).

The training curriculum was an abbreviated version of the standard human development training of trainers model. It involved team-building exercises, personal and group empowerment, communication

skills training, and field training - all within the framework of the experiential cycle of learning - and including elements of action research. Each element of training was situationally dictated, and the human relations aspects differed between the three training groups to reflect the changing characteristics of recruits and to match the dynamic needs of each group. The teaching methodology was overt and integral with the curriculum. It was expected that our trainees would become trainers in an expanded program.

The initial experiential training elements of the first round of training in Zenica were modeled on the focus group which was shifted into the action research mode universally used in group-based information/empowerment campaigns. The community and personal problems impinging on a free and fair election became the substance of a list of topics that were the starting points for introducing ideas to a functioning Voter Education Group (VEG) that was renamed by the new trainers in their lexicon as Grupa Obuka Gradana (GOG). All training consisted of two phases: the first included fieldwork, but was heavily laced with adult learning theory and applied group dynamics; and the second included elements of organizational development training enabling the group to plan, implement, and evaluate their own programs.

With input from the trainers we developed several valuable tools created by two local highly skilled young men, Velimir Alic and Igor Nuk, who worked with our media consultant, Sally Hunter. They came to us with an attractive computer generated TV spot proposal. Since we did not have a TV budget, this was adapted into the poster "Feel Your Power" which proved to be very popular. (See Appendix I, item 36).

It became apparent early in our effort that we needed a printed handout explaining in Serbo-Croatian what IFES is and what we were doing in Bosnia. After several hours of discussion over a few days, interspersed within the training sessions, the local staff wrote and designed an "Introduction to Who We Are" piece completely "in-house." (See Appendix I, item 35).

July 23 was IFES' first training oriented venture into the field with a visit to Busovaca where we encountered a meeting with the police that put us on notice about the atmosphere in which we are working. The next day saw our trainers divided into three teams visiting Kacuni, Merhurci, and Kiseljak accompanied by the international team's Trainers and Media Specialist.

By July 25, Project Director Morgan held meetings with Franjo Rajkovic, the Mayor(Nacelink) of the Croatian part of Vitez. This was the first of a series of more than 30 such meetings with Mayors, Cantonal Presidents and other local officials and organizers to explain what IFES' role was and why IFES was in BiH. It was also an opportunity to describe how IFES planned to reach out to the local population. Sessions were held to lay the groundwork for the teams, but did not always result in full cooperation. At the conclusion of each meeting, a letter of introduction was requested from the Mayor

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or Cantonal President to serve as an indication that these officials were familiar with IFES and that indeed we had met and confirmed our intent. It should be noted that IFES did not consider a positive response as necessary to undertake training - only a door opener and introduction. It is necessary to keep in mind that this society continues to be unstable and many people are highly suspicious of newcomers. Copies of these letters were a visible tool to allay many concerns as to our legitimacy. Although they had a useful effect overall, not all officials complied with this request. While five mayors declined out of the 22 IFES visited, only one proved to be an overt obstructionist.

These meetings with local officials were essential as a means of heading off anticipated interference and therefore were a priority from the beginning. However, coordinating meetings at USAID and OSCE were also important as well as the Monday UNHCR meetings with more than 40 local and international NGOs operating within IFES' AOR. Particularly useful were the reports disseminated at these sessions from IFOR, IPTF, and others conducting field activities.

As the project progressed, the need for additional educational tools became apparent and the IFES staff continued to rise to the challenge to provide these necessities. After the poster and brochure, a set of 48 flash cards was devised to explain and discuss the election process and begin to address the fundamental elements of a democratic society. IFES printed over 500 sets in Bosnian and 500 sets in Croatian distributing them in a number of training sessions for use by attendees to further explain the process to colleagues, family members and neighbors after the actual session.

In the course of our work IFES met with a myriad of organizations that represented the various interests in the society including sports and chess clubs, cultural groups (including mixed marriages and Muslim women's groups), and career-related organizations such as bus and taxi drivers, small animal breeders, teachers, and factory workers. The average education level of our audiences varied from eighth grade in small, remote villages, to twelfth grade in a number of cities and towns. A smaller percentage included those with university, advanced, or technical type training.

By the end of the first week in August IFES was set up fully in the new office space (see Appendix T). The first 8 local trainers completed their training and already conducted eight sessions in the immediate Zenica area. A second group of five recruits from the Lasva Valley began their training.

Meanwhile, the IFES Media Group, now joined by Tarik Begic, serving as a translator and liaison with the local media, continued to work on Flash Cards and began work on the IFES television spot that was distributed as a public service announcement (PSA). This was undertaken due to the fact that IFES did not have the budget to purchase actual broadcast time. The Media Team also developed a list of local radio and TV stations for outreach before election day (see Appendix T).

It became apparent by this time that any voter education material needed for IFES' voter education



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sessions was not going to be available in a timely manner from other sources - namely the OSCE. During the course of his midterm review, Senior Program Officer Scott Lansell observed the situation and concurred with this assessment after meeting with OSCE Voter Education Department staffers in Sarajevo. Based on this situation, IFES undertook developing a significant amount of hard material on our own and informed other groups engaged in similar activity, including NDI, based in Tuzla and numerous OSCE field offices that our material was available or in production. While we received limited material from others, it is safe to say that over 90% of the work product was directly due to IFES' initiative, knowledge, and creativity with direct stylistic and content input from local trainers and staffers in Zenica.

This effort resulted in an attractive, useful, folded, four-color Voter Information Guide which was in great demand after it "hit the street" in the month prior to the election (See Appendix I, Item 39). Despite its complexity and the lack of readily available information, this item was judged by all who saw it as one of the most informative pieces of voter information on the election nationwide. Meanwhile, the IFES poster, which began to circulate more than a month in advance of the election, attracted such attention that it was decided by USAID and IFOR that it would be reprinted in Cyrillic for distribution in Republika Srpska. (See Appendix I, Item 37)

By the third week in August all trainers were on board and fully functioning (see Appendix T). The nine two-person teams soon required more transportation than our two vehicles could permit. Even though these vehicles were exclusively dedicated to this use, logistics of reaching widely scattered villages by the teams meant additional vehicles were required. This requirement was addressed by renting cars on an "as needed" basis.

At this point we developed a schedule that kept track of everyone and also prioritized our schedule in order to maximize our penetration. This chart shows the comparative population of the 22 opchinas which totaled 724,000 (see Appendix X).

This evaluation was useful in determining deployment of staff resources. Decisions regarding where to position project personnel without placing them at undue risk also took into consideration information made available by the OSCE, IFOR, OTI, and the IPTF. Only one relatively remote village was decreed by IFOR as "off-limits" due to the hostile presence of militant mujahadine who had infiltrated the area during the war and continued to reside there.

Various measures were taken to address the security concern. The UNHCR decision that IFES was not a humanitarian organization and therefore local staff were not eligible for UNHCR ID cards made it necessary to create a project ID for all local hire employees. Mobile radios for the Land Rovers and a base station installed in the office permitted the project to maintain contact with personnel as they traveled throughout the AOR.

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As the September 14 election date approached, IFES anticipated higher anxiety levels and the possibility of violence being directed at anyone dealing with the elections. This possibility, coupled with the fact that the greater density of population was closer to Zenica, led to IFES' decision to schedule the last two weeks of activity in higher population areas close to our base of operation.

In spite of justifiable apprehensions and, in some instances, overt warnings, the IFES teams were very successful in fulfilling their missions of promoting information on the 1996 elections. Through intensive discussions with groups of voters that generally ran from 1 to 1 ½ hours and ranged in size from a few to nearly one hundred voters, we were able to inform and educate and encourage their participation in these elections.

As our teams returned to our headquarters in Zenica, at the end of each day, they would gather at one of the adjacent cafes and discuss their experiences. Cafes were one of the few signs of a fledgling private sector developing in Bosnia. By 8 o'clock every night the seven cafes along the street where our office was located reverberated with the two latest tunes of the summer of 1996, "Coco Jumbo" and "The Macarena."

For those who wanted to shower at the end of the day, it was necessary to do so while both the electricity and the water were on at the same time. This meant we had to get home between 4:00 P.M. and 7:00 P.M. and then return to the office to complete our day which usually ran until at least 8:00 PM, but often went right up to the 11:00 P.M. curfew.

Scenes from three of the more than 300 voter education sessions IFES conducted in central Bosnia during July, August and early September 1996 appear in Appendix U. These were held from Monday thru Saturday in settings such as factories, school classrooms, backyards, community buildings and various work sites and recreational areas. For a list of all the villages and towns visited by IFES teams see Appendix N.

Citizens attending the IFES Voter Education Sessions were attentive, thoughtful, and inquisitive. For the most part, participants hoped to be exposed to and be reassured about the newly constructed election process. In several instances, particularly those sessions held closer to the Herceg-Bosna regions (Bosnian-Croat ethnicity), IFES had to guard against partisans wanting to dominate the discussion, either by monopolizing the time during the sessions with lengthy comments, or attempting to foreclose discussion by saying they were fully informed on electoral matters when, clearly, they were not. This ignorance often extended to local election commission members attending these sessions who should have known more.

By the last week in August all the meetings with local officials had been held. While the issues they

raised about the election varied slightly from one jurisdiction to another, concerns were generally similar and did not vary based on their ethnic or religious background. The map included as Appendix V illustrates the current ethnic composition of each opschina. Pie charts in Appendix P compare the ethnic composition of each opschina between the 1991 census and the 1996 estimated population.

Mayors were primarily concerned about the possibility of manipulation of voters through the use of the OSCE's P2 Registration Forms. OSCE P2 Forms allowed voters to declare their intention to live somewhere other than where they were then living or where had lived at the time of the 1991 census. This declaration of intent to live in a particular opschina in the future allowed voters to receive a ballot for their "intended" new residence which inspired political leaders to encourage many voters to exercise this option thereby influencing the outcome of local races by manipulating thousands of absentee votes.

Another concern was the still unresolved boundary lines in 44 of the 109 opschinas. It appeared that what was sought was a confirmation of the "ethnic cleansing" that had taken place as a result of the war. Personal security and freedom of movement were also raised. Many Mayors were chosen by the party in power when the war ended in November 1995 rather than being selected by duly elected municipal assemblies. Some were party activists while others were former paramilitary commanders and therefore anyone listening to their comments had to be aware of the reasons and agendas behind their views.

On August 27, an event occurred that created concern to the IFES Team, namely a demonstrable hostility to our program in the city of Bugojno in the Vrbas Valley. The issue in Bugojno remained unresolved by Election Day and had centered around IFES' inability to interact with the voters in the same manner as had been accomplished in the 21 other opschinas. The local Mayor had apparently issued an order banning all voter education other than what had been provided by political parties, which, in this opschina, specifically meant the Mayor's SDA (Stranka Demokratska Action) party which dominated the area.

When the IFES Team returned from Bugojno a memorandum outlining the delays and obstructions to our efforts was prepared and forwarded to the OSCE Election Appeals Sub-Commission in Sarajevo. This memorandum documented meetings with the Mayor and his Chief of Staff and the reaction IFES received in the community upon our arrival. On September 10, the opinion and decision included as Appendix W were issued.

Coincidentally, during this same time period, another example of the hostile mood in this region occurred with the hijacking of a four-wheel drive vehicle driven by a staff member of another NGO. On the outskirts of Bugojno, an apparent police vehicle with a blue flashing light stopped this vehicle and after the driver presented the papers requested he was pushed to the ground and the vehicle was driven off by another occupant of the "police vehicle."

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Meanwhile, in Zenica, the IFES staff worked with the new Flash Cards and the new Voter Information Guide and attended a mine awareness training session. Our local supervisor, Sadmira Jovovic, who was promoted to this position when the U.S.-hire trainer/supervisor was unable to join IFES in-country, created a list of 30 local organizations she believed have the potential to undertake future civic education activities in the Zenica area (see Appendix J). We also identified 24 Refugee Collective Centers as sites for IFES-sponsored Reading Centers which were provided with about 7 DM worth of local newspapers each week leading up to election day.

Simultaneously with the training activity, the IFES Media Team was busy in the loft of the Zenica Resource Center/Office creating a series of television and radio spots. They began recording interviews with local staff for use by *Radio Beta* in Zenica explaining IFES' mission. We also learned that several radio stations were using the Flash Cards on the air and were holding contests with listeners.

In the weeks leading up to the September elections, it became apparent that the then-scheduled local elections were to be postponed. This alleviated some of the pressure coming from the concerns of a number of Mayors (as indicated above). It was interesting to note that the three dominant national parties, the SDA, HDZ (Hrvatska Demokratska Zajednica) and the SDS (Srpska Demokratska Stranka), would win in their respective areas. The SDA was the party of Izetbegovic with Bosnian Muslim followers. HDZ was lead by Rajic representing the Bosnian Croats. The SDS was the party of the Bosnian Serbs headed by Karadzic throughout most of the campaign.

The last outreach activity IFES conducted during this project involved a questionnaire aimed at the families of children in grades 5 - 8. IFES treated this as a pilot project which was undertaken in 11 schools in the Zenica area. Of the 5,240 questionnaires distributed, 2,696 were filled out and returned. Its purpose was to engage the families in discussions on the election and promote voter participation. ( See Appendix O for questionnaire.) While it would have been useful to distribute these throughout IFES' two cantons, the cost of printing and distributing 150,000 was prohibitive and, since it dealt with the schools, was within the mission of the NGO *Civitas*.

A final activity, conducted by the Media Team, included a poster contest in Zenica. Two winners were chosen from the many creative entrants.

IFES conducted its voter education outreach activity through September 12 determining that the project fell under the definition of political activity under the election rules and therefore requiring us to cease outreach activities 24 hours prior to the polls opening on that Saturday. Friday was devoted to administrative work, including staff evaluations. IFES staff prepared a final local staff evaluation at which time the local trainers and support staff were given certificates of appreciation and letters of recommendation.

## Post-Election Activity

The initial IFES team disbanded and departed Bosnia-Herzegovina by the end of September 1996. With the announcement of the date for the municipal elections now set for November 22, 1996, Ed Morgan was dispatched to Bosnia on 12 October to reestablish IFES' training activities in Zenica under a no-cost extension of the original DO with USAID.

During his first week in Zenica after the national elections, a series of appointments were scheduled to re-interview the IFES local trainers in order to make selections for the second phase of the project. This was necessitated by the reduction of staffing allowance under the no-cost extension. Updates on the local conditions were also obtained through meetings with OSCE staff and a visit to NDI in Tuzla.

By October 21, it appeared that the Municipal Elections would be postponed once again. An announcement to that effect was made the very next day. In light of the success of the IFES project, as assessed by USAID and others, it was determined that any additional time in country was best spent evaluating the recently completed 10-week project in order to explore the possible expansion of the IFES Voter Education Project to include additional cities such as Banja Luka and Bihac. Visits with USAID, OSCE, and local contacts in Banja Luka and Bihac were conducted to determine how to proceed with expansion plans to these areas should it be requested by USAID.

In the course of the next 2 ½ weeks, up until Ed Morgan left Bosnia on November 8, attention was devoted to evaluations with IFES local staff, the IFES training sessions and materials, and open and frank discussions on how IFES might improve its effectiveness. Ten of the local trainers came to the IFES/Zenica Resource Center for three days to participate in this important exercise. Included in this evaluation effort was a separate discussion in Zenica between USAID project officers and the IFES local trainers.

## 2. Evaluation

### a. Staff

#### Methodology

Each of the IFES international training staff members independently rated each local training staff trainee on 16 desirable characteristics, using a five-point Likert scale. For the initial evaluation of the first 9 trainees on August 5, since both international trainers were familiar with all trainees, each person's scores were totaled and divided by 16 to obtain mean scores. High and low scores were

noted and discussed. The expatriate trainers gave special attention to assist trainees to achieve higher ratings in the areas of concern. Overall scores proved to be satisfactory or better, with the exception of one trainee, whose attention was on assisting Sally Hunter establish the communication support program. She later joined in the second round of training in Travnik.

A second evaluation was made on September 2. This time, Sadmira (Seka) Jovic, the coordinator of the Zenica urban voter education projects added her evaluation of the staff with which she had been working.

A final self-evaluation was made by the staff on September 13 – the day before the election. This was conducted entirely privately. Sample evaluations were solicited and anonymous copies of 10 forms were submitted and tabulated (below).

#### Criteria

IFES used the following 16 criteria to rate each trainee trainer. These criteria were also used in the self-evaluation.

1. Ability to clearly explain the project to small groups of voters.
2. Ability to clearly explain the project to Municipal officials and other leaders.
3. Self confidence. (This is widely lacking as a result, we believe, of four years of war preceded by the gradual collapse of a highly paternalistic regime.)
4. Motivation.
5. Ability to record and report accurately (Since this has yet to be formalized, a null result was registered on this dimension for all trainees)
6. Level of effort expended
7. Level of initiative (self starting, decision making)
8. Honesty with themselves
9. Honesty towards others
10. Punctuality
11. Ability to communicate cross culturally (sex, nationality, religion, partisanship)
12. Respect for others
13. Openness to other points of view
14. Listening ability
15. Identification with group members
16. Contribution to and support of group objectives

#### Results

The first table reflects an analysis of the trainees during the first training cycle.

**TABLE I**  
**Ranked Trainer Evaluation Scores**  
**August 5<sup>th</sup> 1996**

	Sarah	Mike	Av.
Gorana	3.5	4.6	4.0
Nino	4.0	3.5	3.8
Saba	3.6	3.5	3.6
Ivica	3.3	3.5	3.4
Maja	2.7	3.9	3.3
Mirsada	2.6	3.3	3.0
Heka	2.4	3.5	3.0
Mirad	3.1	2.6	2.9
Denisa	1.1	1.4	2.3

A second evaluation was conducted after the end of the last round of training (Table II). The diminution of variability of scores over time is typical of the performance rating of members of a flat, collaboratively managed program. Performance scores often tend to diverge over time in an organization that uses a hierarchy and a competitive reward system. IFES' findings provided a compelling argument for the choice of management structure for the field program.

Overall performance was at, or above, "above average" (4+) for all but three staff members. Interestingly, Nermin our dispatcher had not been in the training, but was able to bring his attitude and performance up to more than average, and the other two who scored somewhat lower than the others proved to be entirely reliable and very productive when working alone – no matter how difficult the circumstances. Their lower score reflected the lack of fit between their personal working styles and the strong bias in favor of the group-orientedness that was strongly supported in training. This proved to be of little concern as these two were content to undertake much of the solo work required in supporting the field program.

TABLE II

Ranked Trainer Evaluation Scores  
September 2<sup>nd</sup> 1996

	Seka	Sarah	Mike	Av.
Denisa	4.9	4.1	4.3	4.4
Kaneta	4.8	4.0	4.3	4.4
Sejo	n	5.0	3.8	4.4
Hamza	n	4.0	4.5	4.3
Lelja	n	4.0	4.5	4.3
Maja	4.9	3.6	4.4	4.3
Miro	4.9	3.5	4.6	4.3
Saba	4.3	4.0	4.6	4.3
Zoran	4.1	4.0	4.7	4.3
Gorana	4.5	3.9	4.3	4.2
Aleksander	n	4.0	4.1	4.1
Heka	4.9	3.2	4.2	4.1
Ivica	3.9	3.6	4.6	4.0
Ivica II	n	3.6	4.3	4.0
Milka	n	4.0	4.1	4.0
Nino	3.9	3.7	4.3	4.0
Nermin	3.8	3.2	4.3	3.8
Mirad	3.9	3.1	4.1	3.7
Mirsada	3.4	2.9	4.0	3.4

Self Evaluation

IFES used a Likert scale form for self-evaluation (See sample attached). The five points in the rating scale were, 1 = Unsatisfactory, 2 = Poor, 3 = Average, 4 = Above average, and 5 = Excellent. Trainees marked two points on each scale item, one representing where they felt they were when they joined the project (A) and the second showing where they felt they were at the end (B). There was no place on the form for names and we emphasized the fact that this exercise was designed to help the trainees alone. Only when they had completed the evaluation with this understanding did we request anonymous photocopies. We received 10 and tabulated the contents:



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1. Ability to clearly explain the project to small groups of voters.

Median A	Median B	Change
2.4	5.0	2.6 (52%)

Comments: Experience as much as training made for this improvement.

2. Ability to clearly explain the project to Municipal officials and other leaders.

Median A	Median B	Change
3.0	4.1	1.1 (27%)

Comments: For many, this was the toughest part of the job. Many found it harder to explain the program to officials than to VEG members, others expected and felt official resistance.

3. Self confidence

Median A	Median B	Change
1.8	4.4	2.6 (59%)

Comments: This was our main process goal for training: Only confident people to empower citizens.

4. Level of motivation

Median A	Median B	Change
3.8	4.9	1.1 (22%)

Comments: The level of motivation was high even during recruitment. While earning money was very important, the opportunity to do something constructive to rebuild Bosnian society was very attractive for most of the trainees.

5. Ability to record information and make accurate reports

Median A	Median B	Change
2.9	5.9	3.0 (51%)

Comments: Again, this is mostly a matter of experience.

6. Level of effort expended.

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Median A	Median B	Change
3.4	4.1	0.7 (17%)

Comments: Almost everyone was critical of their (or the group's) productivity. Some blamed it on themselves, others on the lack of logistical support. However, it was very high for this type of field work, and attested to the level of motivation.

7. Level of initiative (self-starting, taking action on your own decisions)

Median A	Median B	Change
4.8	4.3	-0.5 (-12%)

Comments: More important at the beginning of the project, when individual leadership was needed for the group to gain experience, self initiative was replaced by an increase in group goal orientation.

8. Your honesty with yourself

Median A	Median B	Change
3.7	4.1	0.4 (10%)

Comments: This item was included to increase reflection.

9. Your honesty towards others

Median A	Median B	Change
3.4	3.8	0.4 (11%)

Comments: Bosnians have a very strong social compact and behave in a lawful and considerate manner. We observed no signs of willful dishonesty among the staff. However, when attempts were made to introduce punitive measures for behavior misperceived as "taking advantage," staff became openly hostile and managed to defeat every management ploy based on the assumption that they were dishonest.

10. Getting to meetings on time.

Median A	Median B	Change
4.1	4.0	-0.1 (3%)

Comments: Bosnians have their own pacing and are not as clock-bound as we are. As the project proceeded, the scheduling became more realistic. Arriving on time for a village meeting, a training pair would expect to have to wait 30 minutes for everyone to arrive. This can be a cause of unnecessary friction between staff and management.

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11. Your ability to communicate cross-culturally (with strangers from opposite sex, religion, etc.)

Median A	Median B	Change
4.7	4.9	0.2 (4%)

Comments: All Bosnians have to be able to negotiate cross culturally: the staff's communication skills were uniformly high on arrival. Only very minor intervention was required in this area.

12. Respect for others

Median A	Median B	Change
3.1	4.1	1.0 (24%)

Comments: This grew mainly as a result of the experience our staff gained talking to people "on the other side." Their ability to empathize with people who they may have formerly seen as enemies was impressive.

13. Openness to other points of view

Median A	Median B	Change
4.9	5.0	0.1 (2%)

Comments: Again, this seems to be a characteristic of all Bosnians. It may reflect the influence of Islam's doctrine of tolerance on all the various ethnic and religious communities in the country.

14. Listening ability

Median A	Median B	Change
3.0	3.4	0.4 (12%)

Comments: This was one of the few areas of weakness in communication skills. It seems that many Bosnians tend to talk at once when they are in small groups. It was very simple for us to change the listening habits of our trainers. From our perspective, there was a much more pronounced change than the trainees reported.

15. Identification with group members.

Median A	Median B	Change
2.5	3.5	1.0 (29%)

Comments: This staff was composed of as disparate a mix as possible. Ethnicity, religion, sex, age,

and educational levels were well represented. One of our process goals was to unite the group so that it could model the multiethnic cohesion required of future nation building.

16. Contribution to and support of group objectives.

Median A	Median B	Change
3.2	4.4	1.2 (27%)

Comments: Since the staff were the ones mainly responsible for setting our objectives within the broad scope of our mandate to improve the social climate of the election, it was easy for them to carry out their tasks. This was an essential binder to the self-management model we (the international technical staff) and the Bosnian staff embraced.

Conclusions

The results of the various staff evaluations and monitoring trips were very encouraging. IFES was confident that the process and content learning goals we had negotiated with our trainees were appropriate and were being met to our (and their) satisfaction.

b. Program

Recommendations from IFES on-site review and evaluation sessions held during the post-election period of October-November 1996 included the suggestions listed bellow. It should be noted that these ideas were voiced in the course of broad discussions and will require in-depth examination as was the case with all materials developed during the course of the Project.

1. Revise the IFES Introductory Brochure to illustrate our working presence in Bosnia in 1996, stress IFES' impartiality, and include world map showing IFES' activities.
2. Reduce Flash Card sets from 48 to 30 cards per set. Continue to encourage their use on the radio in quiz format with prizes such as baseball caps, pens, lighters, plastic bags.
3. Produce Flash Card sets and other material on Democracy and Human Rights in addition to Elections.
4. Emphasize the role of the citizen in a democratic society, rights and obligations.
5. Utilize two-person teams to schedule advance appointments in the cities and, where

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appropriate, conduct village GOGs on the spot. Work Sat. & Sun. in the villages.

6. Establish more liaison and dialogue among the teams.
7. Conduct more frequent evaluations of field work.
8. For future IFES posters, use unique trademark colors and develop new messages which could include statements and popular slogans such as:
  - "Liberate yourself from fear"
  - "Your vote is your future"
  - "Change the world in a democratic way"
  - "Give your vote for change"
  - "Your vote is your future and responsibility"
9. With regard to the IFES Voter Information Guide, introduce a bit of humor, more pictorial, less text, application forms on back, tie into poster messages.
10. Produce a new brochure on democracy, new poster with message directed at democratization, and a new brochure on post-Dayton BiH.
11. Use a new training process of the trainers on the different aspects of democracy.
12. Establish a democracy library in the office/resource center -- adding to the BiH election materials already available.

C. Problems Encountered/Lessons Learned

i. The time constraint was the most important barrier to Project success. While the original proposal called for a six-month program, various factors resulted in there being available only ten weeks from project initiation to the 14 September election date. In spite of this curtailed period, all Deliverables were achieved and the Project contributed to local awareness of the elections.

ii. While local staff was both talented and capable they required close direction and

supervision which can be somewhat tiring but, nevertheless, necessary. It is important to remember that these individuals are products of a totalitarian society that has never experienced the free movement common in western democracies. Alongside this freedom is a sense of responsibility that is also lacking in authoritarian countries. Therefore, tireless efforts must be maintained to keep people focused on the goal and encouraged to gauge their successes as they strive to reach the goal. This is not a job for those who cannot maintain commitment to the task at hand.

iii. Assumptions regarding cooperation with local officials cannot be made. While IFES received cooperation throughout most of the areas, follow-up on initial meetings should be made to assure there are no misunderstandings. Successive meetings can also ferret out new issues and problems.

iv. A totally independent, self-contained operation is not feasible in the Bosnian context. Direct communication with Sarajevo, Washington, D.C. or other communities within the IFES AOR was not always possible. Organizations such as the OSCE and the Office of Transition Initiatives (OTI) allowed frequent access to their communications equipment. IFOR's presence was also useful in emergency situations.

v. Assistance and encouragement from the general population, usually regardless of ethnic background, was often forthcoming after our neutrality and good will were established.

#### D. Impact

IFES contacted more than 3,500 eligible voters directly through its more than 300 voter education sessions which ranged in attendance up to 92 people. In addition, 24 Refugee Reading Centers were supported through the distribution of election materials and local newspapers. A questionnaire was distributed to 5,600 children in eleven schools and returned by 2,700 children. Three television and radio spots were aired on at least 11 stations in the two Cantons. More than 800 sets of Flash Cards were distributed to groups of citizens and local organizations, in addition to being used as quiz devices by several radio stations in interactive formats. In addition to 20,000 Voter Information Guides developed by IFES/Zenica, 2,000 Bosnian and 30,000 Cyrillic IFES posters were distributed throughout central Bosnia and Republika Srpska.

In the absence of *Nielsen*-type broadcast surveys and traffic counts of those seeing IFES' posters and other election material it is difficult to calculate how many voters were reached. However, using an acceptable standard to extrapolate a reasonable number of people both reached directly in this endeavor, and, witnessed in successive discussions held by these same people with their friends, families, and colleagues, a conservative estimate would indicate that we reached a minimum audience of between 50,000 to 100,000 voters in Bosnia who would otherwise not have received

neutral, objective information on the 1996 elections.

In addition to the number of Bosnian voters reached, IFES has left behind a small cadre of educated, well-trained, and highly motivated individuals able to serve as a resource for future projects. Their continued in-country presence allows them to be called upon for follow-up dialogue with organizations as well as initiating discussions with new groups desiring information on voter education and the basic elements of a democratic society.

## **V. RECOMMENDATIONS**

There is no tradition of democracy in the Balkans. Coupled with the mistrust engendered by nearly four years of warfare, this indicates the necessity of long term voter education/civic education activity. It is recommended that USAID support continued voter education programs geared toward the upcoming Municipal Elections in September 1997.

IFES also suggests that daily reports from groups now in the field as well as the international media highlight the continued turmoil in Bosnia-Herzegovina exemplified by aggression towards both citizens and property. On completion of the Municipal Elections, it is recommended that an in-depth civic education program be established if the tenuous foundation established is to result in the permanent implantation of democratic practices.

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APPENDIX A

TECHNICAL PROPOSAL



# **IFES VOTER EDUCATION TECHNICAL PROPOSAL FOR BOSNIA AND HERZEGOVINA**

## **I. Introduction**

The Dayton Accords mandated that elections are to take place within 6-9 months of the signing of the Peace Agreement, or September 14, 1996 at the very latest. The Organization for Cooperation and Security in Europe (OSCE) was designated to supervise these elections.

The OSCE will undertake a limited voter education program, although given the apathy towards the elections and political leaders in general, it will take much more than a simple information campaign to educate people on the issues and candidates and to encourage people to participate, both in terms of voting and active involvement in the elections.

## **II. Project Design**

Under this Voter Education Project, IFES will undertake a comprehensive voter education campaign to inform and engage people in the elections. The goal of this program will be to assist the OSCE and other international organizations in increasing the number of people who are actively involved in the election process (attending candidate fora, participating in discussion groups on campaign issues, implement GOTV efforts) and vote in an informed way.

Various methods will be used to educate and motivate individuals including:

- 1) Establishing a voter education resource center in Zenica, with two mobile training teams with the technological, physical and logistic support to "fan-out" in southern Bosnia and Herzegovina (BiH). The IFES Resource Center will be equipped with computer and reproduction technologies to facilitate the production of educational and training materials as well as provide informational and sample materials on electoral laws and procedures, on civic and voter education programs, and on related training programs. NGOs, the PEC, members of the media, professional educators, and political

parties will be able to use the IFES Resource Center to facilitate their activities. At the end of the project, IFES will recommend to USAID options for the disposition of the materials and equipment (e.g., a university, the PEC, NGOs, etc.) for future use in Bosnia and Herzegovina.

2) Through the IFES Resource Center, information and resources will be made available to NGOs and other groups which are implementing programs to increase the effective participation of residents of BiH in the upcoming national and local elections. Materials and resources to be provided to NGOs and the Provisional Election Commission (PEC) may include:

- (a) information and advice on training, public information, civic education, voter education, and electoral procedures from senior advisors in those areas;
- (b) a wide selection of informational materials including examples of civic and voter education material and election laws and regulations from around the world;
- (c) guidance on the voter information tasks of the PEC, as requested, such as press releases, press conferences and public meetings;
- (d) computer, printing and audio-visual design equipment and supplies; and
- (e) material resources for NGOs and PEC activities, as appropriate needs and opportunities arise and resources allow.

The OSCE may also undertake a series of voter education programs designed to encourage and motivate registration, develop citizen awareness of the electoral process, and encourage voting. Locally produced video-tapes and radio cassettes will be distributed to private and state radio and television stations for airing as part of a public service campaign under development. The OSCE may also produce printed materials with the same general message as the TV and radio spots for wide distribution. The IFES Comprehensive Voter Education Project will be coordinated with the OSCE's efforts, and with similar campaigns to be mounted by NDI and IRI in other geographic areas, so as to avoid duplication of effort and confusion in the messages made available to the citizens of Bosnia and Herzegovina and Republika Srpska.

3) IFES will design and organize training workshops and seminars throughout southern Bosnia and Herzegovina. IFES will train a minimum of 15 Bosnians in the Center, who will in turn act as trainers for voter education and motivation workshops and seminars organized by the contractor for NGOs and civic leaders. A minimum of 3 training-of-trainers sessions will be run through the IFES Center. The mobile training teams, in close coordination with the Resource Center, will assist in identifying, coordinating, and training of the 15 key trainers.

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NDI will be implementing a civic/voter education program in Bosnia, working primarily with the Tuzla Citizens Forum, the Serbian Citizens Council, and the Croatian Peoples Council. The contractor under this delivery order will target smaller civic-oriented NGOs and groups other than these main civic organizations. A special effort will be made to encourage women to be involved in the in the electoral process. In smaller communities which do not have active NGOs, the program may train community leaders rather than formal NGOs. As part of this effort, the contractor will develop voter education training manuals and materials to be used and disseminated by the voter education trainers to train others in Bosnia and Herzegovina.

In addition to the 3 training-of-trainer workshops conducted in the center, a minimum of 15 voter education seminars (conducted by the newly trained Bosnian trainers) will be delivered for NGOs and community leaders coming from the regions surrounding the center. Ten (10) additional seminars will be instituted through the mobile training mechanism in the southern region of Bosnia and Herzegovina. These seminars will be coordinated with the IFES Center and other international training organizations in order to reach the largest number of people. Literature and posters shall be distributed at the seminars, ensuring that information is disseminated beyond the participants in the seminars. Evaluations will be conducted at the end of each seminar or workshop through the use of post-event evaluation forms and compilation and analysis of data.

### **III. Deliverables**

The Contracting Officer's Technical Representative (COTR) for this delivery order will be Susan Kosinski, USAID/Sarajevo.

1. Approved work plan/schedule for implementation (COTR, USAID/Washington [ENI and G Bureaus]);
2. Monthly project reports containing: review of progress, constraints, and issues with recommendations to address them with respect to impact, goals and benchmarks (COTR, USAID/Washington);
3. Verbal briefings when requested by COTR and USAID/Washington;
4. Quarterly progress reports and final report as required by the IQC contract under which this delivery order is made;
5. The IFES Voter Education Resource Center established in Zenica will be open for the full length of the project. Two (2) mobile voter education teams, coordinated by the Center will

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travel throughout southern Bosnia and Herzegovina implementing a series of at least 10 voter education seminars;

6. Approximately 15 Bosnians trained as trainers in voter education and civic activism;
7. At least 25 voter education seminars are organized to motivate citizens to vote in an informed way as noted earlier (15 by the Center, 10 total by the mobile teams); and
8. At the end of the project, a list of the most promising civic-oriented NGOs for use by USAID in future NGO development programs will be shared with the COTR and USAID/Washington.

#### **IV. Project Proposal**

IFES Proposes to complete the project outlined in section II. above, Project Design, utilizing resources as described in the sections dealing with Staffing Requirements and Budget to implement a four-month comprehensive voter education program based in Zenica. As noted earlier, IFES will closely coordinate its efforts in Zenica with the OSCE and other international organizations undertaking similar educational programming. IFES will access the voting age population through video, audio, and written materials, utilizing official PEC information and IFES-designed educational material to comprehensively address the population in southern Bosnia and Herzegovina

##### *Staffing Requirements (as mentioned above)*

a) In order to accomplish the goals of this ambitious Voter Education project, the on-site and Washington staff as described in paragraph c) below will be directly utilized. Each has been included in the attached budget.

##### b) Changes to Scope of Work

The following changes to the Revised Scope of Work (SOW) are proposed in order to more effectively meet project goals under increasingly severe time constraints:

i. A Washington-based Senior Level Program Implementation Specialist is proposed rather than a Junior Level position as described in the SOW. The compressed time frame indicates a senior level person with the experience to organize such an undertaking. Also, and again in view of the time constraint, it is proposed that this person make a visit to the Project site in order to assist with rapid project start-up.

ii. In order to ensure effective coordination with other USAID and OSCE activities in BiH it is

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proposed that a Junior Level Program Implementation Specialist with BiH experience be allotted 14 days on-site and 26 days in Washington.

These proposed modifications are detailed in paragraph c) below.

c) Technical Assistance Requirements

Long-Term in Bosnia and Herzegovina

- [E. Morgan] 80 person days for a *Mid-level Program Implementation Specialist* to serve in the permanent center as on-site Field Manager (total of 80 person days);
- [S. Farnsworth, P. Prettitore, M. Frith] 180 person days for three (3) *Junior-level Program Implementation Specialists* to serve as Voter Education Trainers. Two (2) will serve on the mobile teams, one (1) with the center (total of 180 person days);
- *Local Staffing Requirements:*
  - IFES has budgeted for local staff (utilizing USAID/Sarajevo salary estimates) to be based in the center allowing for full financial, programmatic, and logistic support.
  - Each voter education mobile team will have a two-person local staff (facilitation and logistic) to support field training activities.
  - IFES has budgeted for 15 local trainers for a total of 400 person hours to serve as the key trainers.

Short-Term Consultants in Bosnia and Herzegovina

- [S. Hunter] 60 person days of a *Mid-level Media/Communication Specialist* who will be responsible for mass media and material outreach, facilitation, production, and coordination to ensure additional impact on the part of the training delivered by the aforementioned VE Trainers. Ms. Hunter will develop these informational materials, under the coordination of the Project Manager and the SPO, to ensure that messages are congruent with the OSCE's Official Messages under development in Sarajevo. Ms. Hunter will travel to Zenica for two 30 day visits during the project period.
- [S. Lansell] 14 person days of a *Junior-level Program Implementation Specialist* serving as the Washington-based project designer and Senior Program Officer. This staff member will travel once to BiH to oversee project implementation, impact, and programming. Lansell may also visit Sarajevo under this project while in-country to assess the cooperative

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relationship between IFES and the OSCE Mission's Voter Education planning.

- [S. Connolly] 10 person days of a *Senior-level Program Implementation Specialist* to oversee start-up and on-site project programmatic and procurement requirements in Zenica.

Long-Term in Washington, D.C.

- [S. Connolly] 70 person days of a *Senior-level Program Implementation Specialist* to manage initial project programmatic, financial, and procurement requirements in Washington, D.C. under the direction of the Senior Program Officer for Europe and Asia. He will also manage the long-term daily financial, programmatic, and reporting requirements of the Voter Education program.

Short-Term in Washington, D.C.

- [S. Lansell] 26 person days of a *Junior-level Program Implementation Specialist* serving as the Washington-based project designer and Senior Program Officer. This staff, as noted above, will travel once to BiH to oversee project's implementation, impact, and programming. In that Mr. Lansell is currently responsible for all IFES programming in Bosnia and Herzegovina, he is well placed to ensure that IFES's Voter Education efforts mirror the priorities of the official OSCE Mission's Information Campaign. This coordinating role will be enhanced due to the fact that Mr. Lansell serves as the Senior Program Officer overseeing IFES' on-going OSCE Voter Information Campaign within the OSCE. In addition to Mr. Lansell's current responsibilities in BiH, he served for a month in Sarajevo as a seconded Technical Election Advisor to the PEC.

*Program Coordination*

IFES will develop a coordinated relationship with the OSCE and the Provisional Election Commission (PEC) in order to ensure that the different voter education and information campaigns fully address issues of concern and interest regarding the upcoming fall elections. The OSCE has begun developing a multi-media mass media information campaign with the PEC in Sarajevo. An information bridge will be built between the OSCE and IFES' Zenica Center to prevent duplication of messages. In that the OSCE's Voter Information campaign is utilizing television, radio, print, and World Wide Web (WWW) outreach mediums to access the general voting population, IFES will supplement the impact of this broad-based approach by instituting an interactive methodology in its Voter Education project through the use of seminars, training sessions, workshops, and other more personal tactics of educational information-sharing.

Beginning as soon as possible IFES will open its Zenica Center and will initiate contact with OSCE-Sarajevo and OSCE-Zenica to assure message congruency. Washington-based operation start-up

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activities will be managed on a daily basis by the IFES Project Officer, under the supervision of the Senior Program Officer for Europe and Asia.

This Washington-based team will install the on-site IFES Project Director in Zenica who will initiate a series of meetings with community leaders, NGOs, and media personnel to develop a formal voter education approach in the southern region of Bosnian and Herzegovina. The Project Director will not only have the responsibility to run day-to-day operations of the Zenica Center, but will be charged with the coordination and pre-training liaison with the remainder of the on-site team. Early in the project, the Project Director will be joined by the Media/Communications Specialist who will assist the mission in message design and development, media outreach, and press relations. The Communications Specialist will remain on-site for approximately one month during start-up activities. Later, IFES will send three Voter Education Trainers to Zenica for approximately 3 months each to begin the training component which will be coordinated in the IFES Resource Center and two mobile teams and will return to the field mid-term in the project to assist with further on-site media and communication needs as directed by the Project Manager and Senior Program Officer. IFES plans to have the Project Manager, based in Washington, D.C., visit the Zenica office for one week to oversee start-up activities regarding procurement and program implementation planning.

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*On-Site Staffing Timeline*

Mission Title	Names	Period	# Total Days	Visits
Project Manager	E. Morgan	June- Sept 1996	80	One
Voter Education Trainers	S. Farnsworth	July- Sept 1996	60	One (each)
	M. Frith		60	
	P. Prettetore		60	
Media/Com. Specialist	S. Hunter	June- Sept 1996	60	Two
Project Officer (Washington)	S. Connolly	June- Sept 1996	70	One
		July 1996	10	
Senior Program Officer	S. Lansell	July/August	14 (Bosnia)	One
		June-Sept	26 (Washington, D.C.)	None

*Evaluation*

As it has done in a number of other countries, IFES will develop a post-election evaluation workshop which will bring together key partners including a representative group of regional and local civic leaders to evaluate the strengths and weaknesses of IFES's voter education campaign so that suggestions can be taken into account when planning for the future. In addition to this post-project analysis, IFES Senior Program Officer Lansell is scheduled to travel to Zenica to implement a mid-term evaluation of the project taking into account the quality, participation, impact, and commentary shared at the IFES seminars already conducted, in addition to assisting the IFES Center in continuing coordination between IFES, OSCE-Sarajevo, and other international NGOs working in the voter education sphere. Recommendations from both exercises will also be shared with USAID and other donors, as well as in-country partners. IFES' experience in the area of voter education reaches worldwide, including Moldova Ukraine, Russia, Kazakstan, and Kyrgyzstan. IFES will use these and other experiences to guide the Voter Education project to assure the greatest impact, coordination, and focus.

*Conclusion*



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The entire IFES Voter Education Project shall be completed within approximately four months with the option to extend should additional funding be located. The timing of the elections, yet to be determined officially, may also have an impact on the full implementation of the project.

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APPENDIX B

DELIVERY ORDER No. 02

UNITED STATES OF AMERICA  
AGENCY FOR INTERNATIONAL DEVELOPMENT

Country of Performance: Bosnia/Herzegov

Adv. & Asst. Services Yes [ ] No [X]

Contract AEP-5468-I-00-6003-00, Delivery Order No. 02  
(Incorporating FAR and AIDAR Clauses)

NEGOTIATED PURSUANT TO THE FOREIGN ASSISTANCE ACT OF 1961,  
AS AMENDED, AND EXECUTIVE ORDER 11223

CONTRACTOR (Name and Address):

International Foundation for  
Electoral Systems (IFES)  
1101 15th St, N.W.  
Suite 300  
Washington, D.C. 20005

TIN: 52-1527835  
SEC: 62779007E

4a. ISSUING OFFICE:  
United States Agency for  
International Development  
M/OP/ENI/DHR  
SA-14, Room 1451  
Washington, D.C. 20523-1415  
4b. ADMINISTRATION OFFICE:  
USAID  
M/OP/ENI/DHR  
Room 1451, SA-14  
Washington, D.C. 20523-1415

PROJECT OFFICE:

USAID ENI/DG/RLG  
PTR: Susan Kosinski  
Room 6443 NS  
Washington, D.C. 20523

6. PAYING OFFICE. SUBMIT INVOICE TO:

United States Agency for  
International Development  
M/FM/CMP/DC  
Room 700, SA-2  
Washington, D.C. 20523-0209

EFFECTIVE DATE:  
June 25, 1996.

8. ESTIMATED COMPLETION DATE:  
October 31, 1996

ACCOUNTING AND APPROPRIATION DATA:

Amount Obligated: \$668,000.00  
Contracting Price: \$694,744.00  
Appropriation No.: 726/71010  
Contract No.: 692-62-168-00-69-61

PIO/T No.: 180-0021.68-3-662-2326  
Project No.: 180-0021  
Budget Plan Code:  
WAI6-96-32168-KG-15

The United States of America, represented by the Contracting Officer  
issuing this Order, and the Contractor agree that: (a) this Order is issued  
pursuant to the Contract specified in Block 2 above and (b) the entire  
contract between the parties hereto consists of this Order and the Contract  
specified in Block 2 above.

NAME OF CONTRACTOR:  
International Foundation for

11b. UNITED STATES OF AMERICA  
Agency for International Development

*Keith Klein*  
KEITH KLEIN  
Acting President  
July 9, 1996

BY: *Stephen A. Dean*  
NAME: Stephen A. Dean  
TITLE: Contracting Officer (gds)  
DATE: 7/9/96

420-61 (Rev'd)

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## BACKGROUND

As mandated by the Dayton Accords, elections are to take place in Bosnia-Herzegovina no later than September 14, 1996 as supervised by the Organization for Security and Cooperation in Europe (OSCE). The contractor will undertake a comprehensive voter education campaign to inform and engage people in the upcoming elections.

## TITLE

Project Number: 180-0021

Title: Political and Social Process Bosnia-Herzegovina Voter Education Program

## OBJECTIVE

The project's overall objective is to overcome local apathy towards the upcoming elections in Bosnia-Herzegovina and stimulate interest through a comprehensive voter education campaign to inform and engage people in the elections with the objective of increasing the number of people actively involved in the election process so they may make an informed vote.

## STATEMENT OF WORK

### IFES VOTER EDUCATION PROPOSAL FOR BOSNIA-HERZEGOVINA

#### I. Introduction

The Dayton Accords mandated that elections are to take place within 6-9 months of the signing of the Peace Agreement, or September 14, 1996 at the very latest. The Organization for Cooperation and Security in Europe (OSCE) was designated to supervise these elections.

The OSCE will undertake a limited voter education program, although given the apathy towards the elections and political leaders in general, it will take much more than a simple information campaign to educate people on the issues and candidates and to encourage people to participate, both in terms of voting and active involvement in the elections.

#### II. Project Design

5 (Continued)

Under this Voter Education Project, IFES will undertake a comprehensive voter education campaign to inform and engage people in the elections. The goal of this program will be to assist the OSCE and other international organizations in increasing the number of people who are actively involved in the election process (attending candidate fora, participating in discussion groups on campaign issues, implement GOTV efforts) and vote in an informed way.

Various methods will be used to educate and motivate individuals including:

- 1) Establishing a voter education Resource Center in Zenica, with two mobile training teams with the technological, physical, and logistic support to "fan out" in west-central Bosnia and Herzegovina (BiH). In view of the time constraint and language considerations and in order to maximize the impact of the program, it is essential that activities be focused on the west-central region of BiH. Should USAID determine that a critical training need exists beyond this area, IFES will attempt to address the need. The IFES Resource Center will be equipped with computer and reproduction technologies to facilitate the production of educational and training materials as well as provide informational and sample materials on electoral laws and procedures on civic and voter education programs, and on related training programs. NGOs, the PEC, members of the media, professional educators, and political parties will be able to use the IFES Resource Center to facilitate their activities. At the end of the project, IFES will recommend to USAID options for the disposition of materials and equipment (e.g. a local university, the PEC, indigenous NGOs, etc.) for future use in Bosnia and Herzegovina.

- 2) Through the IFES Resource Center, information and resources will be made available to NGOs and other groups which are implementing programs to increase the effective participation of residents of BiH in the upcoming national and local elections in the fall of 1996. Materials and resources to be provided to NGOs and the Provisional Election Commission (PEC) may include:

- (a) Information and advice on training, public information, civic education, voter education, and electoral procedures from senior advisors in those areas;

- (b) A wide selection of informational materials including examples of civic and voter education material and election laws and regulations from around the world;

- (c) Guidance on the voter information tasks of the PEC, as requested, such as press releases, press conferences, and public

5 (Continued)

meetings;

(d) Computer, printing, and audio-visual design equipment and supplies; and

(e) Material resources for NGOs and PEC activities, as appropriate needs and opportunities arise and resources allow.

The OSCE may also undertake a series of voter education programs designed to encourage and motivate registration, develop citizen awareness of the electoral process, and encourage voting. Locally produced video-tapes and radio cassettes will be distributed to private and state radio and television stations for airing as part of a public service campaign under development. The OSCE may also produce printed materials with the same general message as the TV and radio spots for wide distribution. The IFES Voter Education Project will be coordinated with the OSCE's efforts, and with similar campaigns to be mounted by NDI (National Democratic Institute) and IRI (International Republican Institute) in other geographic areas, so as to avoid duplication of effort and confusion in the messages made available to the citizens of Bosnia and Herzegovina and Republika Srpska.

3) IFES will design and organize training workshops and seminars throughout southern Bosnia and Herzegovina. IFES will train a minimum of 15 Bosnians in the Center who will in turn act as trainers for voter education and motivation workshops and seminars organized by the contractor for NGOs and civic leaders. A minimum of 3 training-of-trainers sessions will be run through the IFES Center. The mobile training teams, in close coordination with the Center, will assist in identifying, coordinating, and training of the 15 key trainers.

NDI will be implementing a civic/voter education program in Bosnia, working primarily with the Tuzla Citizens Forum, the Serbian Citizens Council, and the Croatian Peoples' Council. The contractor under this delivery order will target smaller civic-oriented NGOs and groups other than these main civic organizations. A special effort will be made to encourage women to be involved in the electoral process. In smaller communities which do not have active NGOs, the program may train community leaders rather than formal NGOs. As part of this effort, the contractor will develop voter education training manuals and materials to be used and disseminated by the voter education trainers to train others in Bosnia and Herzegovina.

In addition to the 3 training-of-trainer workshops conducted in the Center, a minimum of 25 voter education seminars conducted by the newly trained Bosnian trainers and the Mobile teams will be delivered for NGOs and community leaders coming from the regions surrounding the center. These seminars will be coordinated with

5 (Continued)

the IFES Resource Center and other international training organizations in order to reach the largest number of people. Literature and posters shall be distributed at the seminars, ensuring that information is disseminated beyond the participants in the seminars. Evaluations will be conducted at the end of each seminar/workshop through the use of post-event evaluation forms and compilation and analysis of data.

### III. Deliverables

The Contracting Officer's Technical Representative (COTR) for this delivery order will be Susan Kosinski, USAID/Sarajevo.

1. Approved work plan/schedule for implementation (COTR, USAID/Washington[ENI and G Bureaus]);
2. Monthly project reports containing progress review, constraints, and issues with recommendations to address them with respect to impact, goals, and benchmarks (COTR, USAID/Washington);
3. Verbal briefings when requested by COTR and USAID/Washington;
4. Quarterly progress reports and final report as required by the IQC contract under which this delivery order is made;
5. The IFES Voter Education Resource Center established in Zenica will be open for the full length of the project. Two (2) mobile voter education teams, coordinated by the Center will travel throughout west-central Bosnia and Herzegovina implementing a series of at least 10 voter education seminars;
6. Approximately 15 Bosnians trained as trainers in voter education and civic activism;
7. At least 25 voter education seminars are organized to motivate citizens to vote in an informed way as noted earlier; and
8. At the end of the project, a list of the most promising civic-oriented NGOs and/or community leaders for use by USAID in future development programs will be shared with the COTR and USAID/Washington.

### IV. Project Proposal

IFES proposes to complete the project outlined in section II above, Project Design, utilizing resources as described in the sections dealing with Staffing Requirements and Budget to implement a four-month comprehensive voter education program based in Zenica. As noted earlier, IFES will closely coordinate its efforts in Zenica with the OSCE and other international



5 (Continued)

organizations undertaking similar educational programming. IPES will access the voting age population through video, audio, and written materials, utilizing official PEC information and IFES-designed educational material to comprehensively address the population in west-central Bosnia and Herzegovina. The need for training interventions in areas beyond west-central BiH will be determined on a case by case basis as coordinated with USAID/Sarajevo.

Staffing Requirements (as mentioned above)

a) In order to accomplish the goals of this ambitious Voter Education Project, the on-site and Washington staff as described in below [Paragraph c] will be directly utilized. Each has been included in the attached budget.

b) Changes to Scope of Work

The following changes to the Revised Scope of Work (SOW) are proposed in order to more effectively meet project goals under increasingly severe time constraints:

i. A Washington-based Senior Level Program Implementation Specialist is proposed for a total of 30 days rather than a Junior Level position as described in the SOW. The compressed time frame indicates senior level staff with the experience to organize such an undertaking is required. Also, and again in view of time constraints, it is proposed that this person make a visit to Zenica, BiH in order to assist with rapid project initiation activities.

ii. In order to ensure effective coordination with other USAID and OSCE activities throughout BiH, it is proposed that Junior Level Program Implementation Specialist with prior on-site BiH experience be allotted 14 days in-country and 26 days in Washington, D.C.

These proposed modifications are detailed in paragraph c) below.

c) Technical Assistance Requirements

Long Term in Bosnia and Herzegovina

- [E. Morgan] 80 person-days for a Mid-level Program Implementation Specialist to serve in the Resource Center as on-site Field Manager (total of 80 person days); - [S. Farnsworth, P. Prettitore, M. Frith] 180 person days for three (3) Junior-level Program Implementation Specialists to serve as Voter Education Trainers. Two (2) of these trainers will serve on the mobile teams, one (1) with the Center (total of 180 person days);

5 (Continued)

- Local Staffing Requirements:

- IFES has budgeted for local staffing (utilizing USAID/Sarajevo salary estimates) to be based in the center allowing for full financial, programmatic, and logistic support.

- Each voter education mobile team will have a two-person local staff (facilitation and logistic) to support field training activities.

- IFES has budgeted for 15 local trainers for a total of 400 person hours to serve as the key trainers.

Short-Term Consultants in Bosnia and Herzegovina

- [S. Hunter] 60 person days of a Mid-level Media/Communication Specialist who will be responsible for mass media and material outreach, facilitation, production, and coordination to ensure additional impact on the part of the training delivered by the aforementioned VE Trainers. Ms. Hunter will develop these informational materials under the coordination of the Project Manager and the SPO to ensure that messages are congruent with the OSCE's Official Messages under development in Sarajevo. Ms. Hunter will travel to Zenica, BiH for two 30 day visits during the project period.

- [S. Lansell] 14 person days of a Junior-level Program Implementation Specialist serving as the Washington-based project designer and Senior Program Officer. This staff member will travel once to BiH to oversee project implementation, impact, and programming. Lansell may also visit Sarajevo under this project while in-country to assess the cooperative relationship between IFES and the OSCE Mission's Voter Education Planning.

- [S. Connolly] 10 person days of a Senior level Program Implementation Specialist to oversee start-up and on-site project programmatic and procurement requirements in Zenica.

Long Term in Washington, D.C.

- [S. Connolly] 20 person days of a Senior level Program Implementation Specialist to manage initial project programmatic, financial, and procurement requirements in Washington, DC under the direction of the Senior Program Officer for Europe and Asia. He will also manage the long-term daily financial, programmatic, and reporting requirements of the Voter Education Project.

Short Term in Washington, D.C.

- [S. Lansell] 26 person days of a Junior level Program

1.5 (Continued)

Implementation Specialist serving as the Washington-based project designer and Senior Program Officer. This staffer, as noted above, will travel once to BiH to oversee project's implementation, impact, and programming. In that Mr. Lansell is currently responsible for all IFES programming in Bosnia and Herzegovina, he is well placed to ensure that IFES's Voter Education efforts mirror the priorities of the official OSCE Mission's Information Campaign. This coordinating role will be enhanced due to the fact that Mr. Lansell serves as the Senior Program Officer overseeing IFES' on-going Voter Information Campaign within the OSCE. In addition to Mr. Lansell's current responsibilities in BiH, he served for a month in Sarajevo as a second Technical Election Advisor to the PEC.

#### Program Coordination

IFES will develop a coordinated relationship with the OSCE and the Provisional Election Commission (PEC) in order to ensure that the different voter education and information campaigns fully address issues of concern and interest regarding the upcoming fall elections. The OSCE has begun developing a multi-media mass information campaign with the PEC in Sarajevo. An information bridge will be built between the OSCE and the IFES Resource Center to prevent duplication of messages. The OSCE's Voter Information campaign in utilizing television, radio, print, and World Wide Web (WWW) outreach mediums to access the general voting population. IFES will supplement the impact of this broad-based approach by instituting an interactive methodology in its Voter Education Project through the use of seminars, training sessions, workshops, and other more interactive tactics of educational information-sharing.

Beginning as soon as possible, IFES will open its Zenica Center and will initiate contact with OSCE-Sarajevo and OSCE-Zenica to assure message congruency. Washington-based operational start-up activities will be managed on a daily basis by the IFES Project Officer under the supervision of the Senior Program Officer for Europe and Asia.

This Washington-based team will install the on-site IFES Project Director in Zenica who will initiate a series of meetings with community leaders, NGOs, and media personnel to develop a formal voter education approach in the west-central region of Bosnia and Herzegovina. The Project Director will not only have the responsibility to run day-to-day operations of the Zenica Center, but will be charged with the coordination and pre-training liaison with the remainder of the on-site team. Early in the project, the Project Director will be joined by the Media/Communications Specialist who will assist the mission in message design and development, media outreach, and press relations. The Communications Specialist will remain on-site for approximately

5 (Continued)

one month during start-up activities. Later, IFES will send three Voter Education Trainers to Zenica for approximately sixty (60) days each to begin the training component which will be coordinated in the IFES Center and two mobile teams will return to the field mid-term in the project to assist with further on-site media and communication needs as directed by the Project Manager and Senior Program Officer. IFES plans to have the Project Manager, based in Washington, DC, visit the Zenica office for one week to oversee start-up activities regarding procurement and program implementation planning.

#### On-Site Staffing Timeline

Mission Title	Names	Period	# Total Days	Visits
Project Mgr	E. Morgan	06-09/96	80	One
Voter Education Trainers	S. Farnsworth	07-09/96	60	One
	M. Frith	07-09/96	60	One
	P. Prettitore	07-09/96	60	One
Media/Comm. Specialist	S. Hunter	06-09/96	60	Two
Project Officer (Washington)	S. Connolly	06-10/96	30	One
Senior Program Officer	S. Lansell	07-08/96	14 (Bosnia)	One
		06-09/96	26 (Wash, DC)	None

#### Evaluation

As it has done in a number of other countries, IFES will develop a post-election evaluation workshop which will bring together key including a representative group of regional and local civic evaluate the strengths and weaknesses of IFES's Voter Education that suggestions can be taken into account when planning for the addition to this post-project analysis, IFES Senior Program scheduled to travel to Zenica to implement a mid-term evaluation taking into account the quality, participation, impact, and at the IFES seminars already conducted, in addition to assisting Center in continuing coordination between IFES, OSCE-Sarajevo, and international NGOs working in the voter education sphere. both exercises will also be shared with USAID and other donors, as in-country partners. IFES' experience in the area of voter worldwide, including regional work in Moldova, Ukraine, Russia, Kyrgyzstan. IFES will use these and other experiences to guide Education project to assure the greatest impact, coordination, and

#### Conclusion

The entire Voter Education Project shall be completed within months.

REPORTS

The Contractor shall submit all reports, briefings, and seminars in accordance with Section III Deliverables identified in the statement of work.

TECHNICAL DIRECTIONS

Technical Directions during the performance of this delivery order shall be provided by the Project Officer as stated in Block 5 of the cover page pursuant to Section F of the contract.

TERM OF PERFORMANCE

- a. Work shall commence on the date noted in Block 7 of the cover page. The estimated completion date is reflected in Block 8 of the cover page.
- b. Subject to the ceiling price of this delivery order and the prior written approval of the Project Officer (see Block No. 5 on the Cover Page), the contractor may extend the estimated completion date, provided that the extension does not cause the elapsed time for completion of the work, including the furnishing of all deliverables, to extend beyond 30 calendar days from the original estimated completion date. Prior to the original estimated completion date, the contractor shall provide a copy of the Project Officer's written approval for any extension of the term of this delivery order to the Contracting Officer; in addition, the contractor shall attach a copy of the Project Officer's approval to the final voucher submitted for payment.
- c. It is the contractor's responsibility to ensure that the Project Officer-approved adjustments to the original estimated completion date do not result in costs incurred that exceed the ceiling price of this delivery order. Under no circumstances shall such adjustments authorize the contractor to be paid any sum in excess of the delivery order.
- d. Adjustments that will cause the elapsed time for completion of the work to exceed the original estimated completion date by more than 30 calendar days must be approved in advance by the Contracting Officer.

WORKDAYS ORDERED

Functional Labor Category & Specialist	Workdays Ordered	Burdened Daily Rate	Fixed Total
---	---------------------	------------------------	----------------

10 (Continued)

sr. Lvl Program Implementation Specialist Brettitore	60.0	\$216.00	\$12,960.00
sr. Level Program Implementation Specialist Barnsworth	60.0	\$497.00	\$29,820.00
Jr. Level Program Implementation Specialist Smith	60.0	\$734.00	\$44,040.00
Mid-level Program Implementation Specialist Borgan	80.0	\$622.00	\$49,760.00
Mid-level Media Communications Specialist Hunter	60.0	\$793.00	\$47,580.00
Jr Level Program Implementation Specialist Insell	40.0	\$363.00	\$14,520.00
Jr Level Program Implementation Specialist Connolly	30.0	\$680.00	\$20,400.00
Total	390.0		\$219,080.00

- b. The individuals identified above are designated as key personnel pursuant to Section F.11 of the contract.
- c. Subject to the ceiling price established in this delivery order and the prior written approval of the Project Officer, the contractor may adjust the number of workdays actually employed in the performance of the work by each position specified in this order. The contractor shall attach a copy of the Project Officer's approval to the final voucher submitted for payment.
- d. It is the contractor's responsibility to ensure that the Project Officer-approved adjustments to the workdays ordered for each functional labor specialist do not result in costs incurred which exceed the ceiling price of this delivery order. Under no circumstances shall such adjustments authorize the contractor to be paid any sum in excess of the ceiling price.

CEILING PRICE

11 (Continued)

For Workdays Ordered	\$219,080.00	
For Other Direct Costs	\$475,664.00	- INCLUDES LOCAL HIRE SQUARES (BORDERED)
Ceiling Price	\$694,744.00	

The contractor will not be paid any sum in excess of the ceiling price.

12 DUTY POST

The Duty Post for this delivery order is Washington, DC, Bosnia-Herzegovina, and Zagreb, Croatia.

13 ACCESS TO CLASSIFIED INFORMATION

The contractor will not have access to classified information.

14 LOGISTIC SUPPORT

The contractor shall be responsible for all logistic support needed to successfully complete the contract.

15 WORKWEEK

The contractor is authorized up to a six-day workweek in the field with no premium pay.

16 AUTHORIZED GEOGRAPHIC CODE

The authorized geographic code for procurement of goods and services under this order is 000.

The following FAR Clause is hereby incorporated by reference:

Clause	DESCRIPTION
52-232-22	LIMITATION OF FUNDS (APR 1984)

IFES Voter Education Project  
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APPENDIX C

WORK PLAN



## Work Plan

BiH Voter Ed Program

24 July 1996

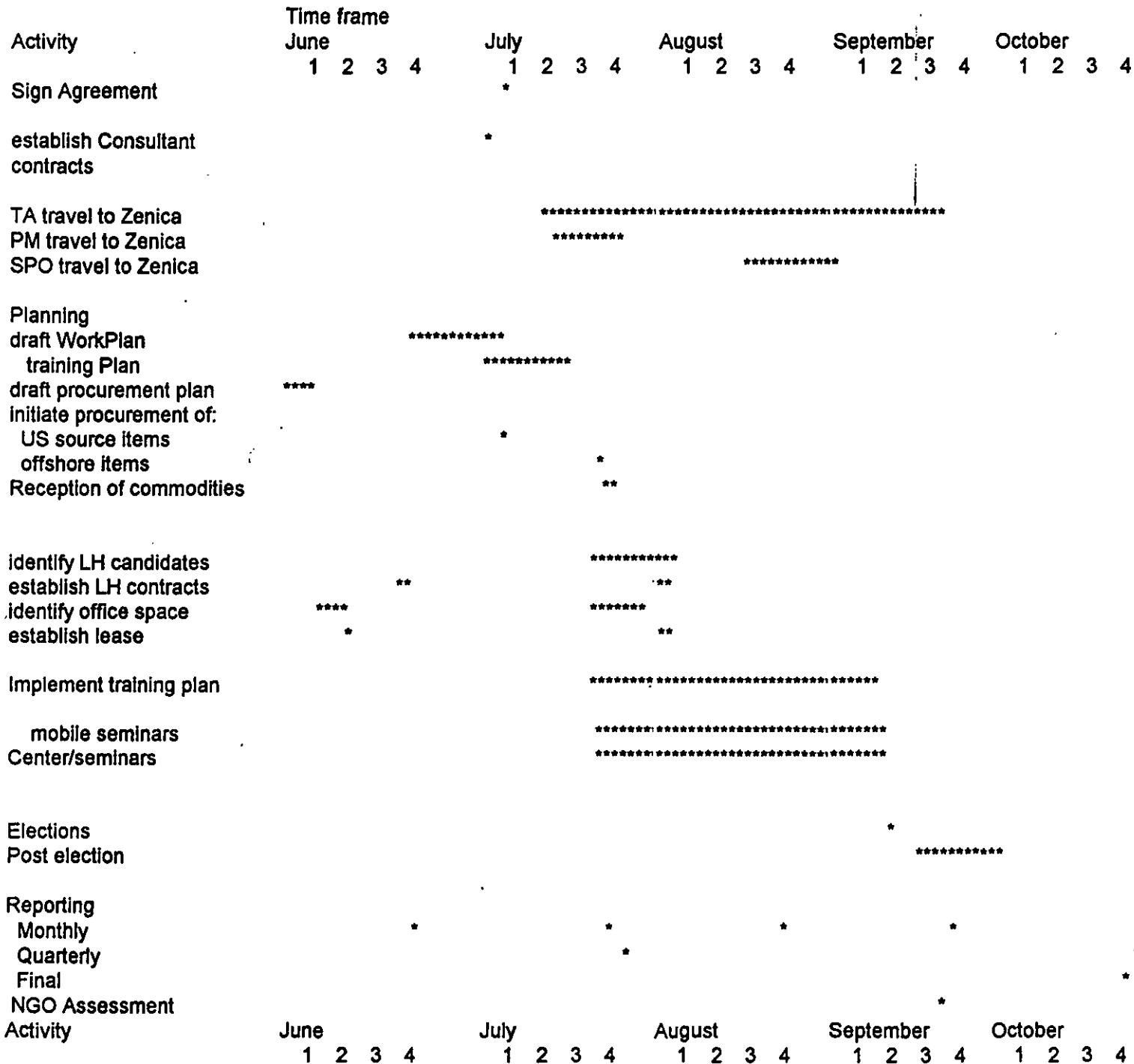
ACTION	AGENT	COMPLETION DATE	COMMENT/STATUS
Sign Delivery Order	USAID/W, IFES/W	3 July	D.O. signed 3 July, effective 25 June-31 Oct
Identify Consultants	SPO, PM	16 May	candidates identified; local replacement for P Prettitore to be determined by 26 July
Establish Consultant Contracts	PM, Dir/Admin	1 July	all US-based consultants hired
Travel: TA Team to Zenica PM to Zenica SPO to Zenica	PM, Globe PM, Globe PM, Globe	10 July-PACD 14-28 July 18-31 Aug	PD and 1 Trainer arr Sarajevo 12 July; PM, 2nd Trainer, Media/Comm Specialist arr Sarajevo 17 July
Planning: draft work plan draft training plan	PD, SPO, PM	25 July	completion pending results of initial field visits
Procurement: develop specs draft procurement plan cost survey initiate US procurement receive materials  initiate offshore procurement	PM, PO, SPO PM PM, PO PM, PO PM, PO  PM, PD	25 May 27 May 1 June 3 July 11 July  29 July	Procurement initiated on signature of DO; all US-procured materials received at IFES by 11 July and prepared for shipment to BiH on 12 July remaining needs being assessed

Reception of commodities	PM	17 July	all US procured materials received in Sarajevo 17 July and transported to Zenica 18 July
Install equipment office mobile units	PD, LA PD, LA	26 July 22 July	pending establishment of lease mobile teams active since 22 July
Vehicles: identify rental possibilities establish terms receive vehicles	PM, USAID/Sar  PM PD	9 June  8 July 12 July	agreement w/ USAID/Sar recommended firm established; 2 4WD vehicles delivered to Sarajevo 12 July
Personnel: identify local hire establish LH contracts	PM, PD, TA team PM, PD	3 Aug	hiring initiated prior to arrival on- site; 40 interviews completed as of 24 July; 9 local hire positions filled
Office space: identify establish lease	15-22 July 26 July	PM, PD PM, Dir/Fin	suitable, centrally located and accessible space identified; completion expected week of 21 July
Coordinate activities with OSCE and involved NGOs	on-going	PD, TA Team	as of 24 July the team has had meetings with OSCE/Sar, OSCE/Zen, numerous NGOs represented in Zenica
Voter Ed Seminars: Zenica Center  Mobile	TA team/LH trainers TA team/LH trainers	to PACD  to PACD	25 seminars to be conducted at the Zenica Ctr 10 seminars to be conducted by the Mobile Teams
TOT Sessions	TA team	3 Aug	1st TOT sessions held 22 July
Verbal Briefing to USAID	PD, TA team	to PACD	at the request of USAID W and SAR

Misc Reporting	PD, PM, SPO	weekly	status reports being submitted Thurs at USAID request
Reporting per D.O.:			
Monthly	PD, PM, SPO	7/25, 8/25, 9/25 10/25	see IQC D.1 for marking
Quarterly	PD, PM, SPO	7/30, 10/30	see IQC C.11 and pgs 53/54 for content and marking
Final	PD, PM, SPO	PACD+30	
Close-out	PD, PM	30 Sept	disposition of commodities will be proposed to USAID/Sar

The following abbreviations/designations are used:

SPO-Senior Program Officer (SLansell)  
PM- Project Manager (SConnolly)  
PO-Procurement Officer (RKappus)  
Dir/Admin-Director of Administration (MMeyer)  
Dir/Fin-Director of Finance (DTikkala)  
Globe:Globe Travel (Karina)  
PD-Project Director (EMorgan)  
VET-Voter Ed Trainers (SFarnsworth, MFrith, TBD)  
MCS-Media/Communication Specialist (SHunter)  
LA-Logistics Assistant (Mirad Maglic)



# **IFES** *International Foundation for Election Systems*

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Date: 31 October 1996  
To: Susan Kosinski, COTR, USAID/W  
From: Stephen H. Connolly, Project Officer/IFES  
Subject: Revised Work Plan

Ref: AEP 5468-I-00-6003-00, Delivery Order No.02

In view of the recent approval of the no-cost extension of the Bosnia Voter Ed Project, IFES submits a revised Work Plan consisting of the following elements:

1. Timeline and Gantt Chart
2. Voter Education Outreach Program
  - I. Training Models
  - II. Sample Staff Evaluation
  - III. Sample Training Agendas
  - IV. Sample Voter Education forms (action plan, schedules, municipal contact sheet, sign up sheet, evaluation form, report form)
3. Media/Communications Program
4. Draft material to be used in formulation of program extension proposal

Work Plan  
BiH Voter Ed Program

ACTION	AGENT	COMPLETION DATE	COMMENT/STATUS
Sign Delivery Order	USAID/W, IFES/W	9 July	D.O. signed 9 July, effective 25 June-31 Oct
Identify Consultants	SPO, PM	16 May	candidates identified; local replacement for P Prettitore approved
Establish Consultant Contracts	PM, Dir/Admin	9 July	all US-based consultants hired
Travel: TA Team to Zenica PM to Zenica SPO to Zenica	PM, Globe PM, Globe PM, Globe	10 July-PACD 14-28 July 18-31 Aug	PD and 1 Trainer arr Sarajevo 12 July; PM, 2nd Trainer, Media/Comm Specilaist arr Sarajevo 17 July
Planning: draft work plan draft training plan	PD, SPO, PM PD, TA Team	26 July	plan being revised to incorpore no-cost extension
Procurement: develop specs draft procurement plan cost survey initiate US procurement initiate offshore procurement	PM, PO, SPO PM PM, PO PM, PO PM, PD	25 May 27 May 1 June 9 July 14 July	procurement initiated on signature of DO; all US-procured mateirlas receivfed at IFES by 11 July and preapred for shipment to BiH on 12 July; misc minor items purchased locally
Reception of commodities	PM	17 July	all items received in Sarajevo

Install equipment office mobile units	PD, PD, LA	5 Aug 25 July	lease signed 25 July; office occupied 5 Aug; mobile units operational as of 25 July
Personnel: identify local hire establish LH contracts	PM, PD PM, PD	1 Aug	hiring initiated 11 July; project fully staffed as of 17 Aug (following USAID approval of extension of local trainer time
Office space: identify establish lease	PM, PD PM, D/F	14-21 July 25 July	
Develop Municipal Election Voter Guide	PD, LHT	1-5 Nov	to be accomplished during no-cost extension
Voter Ed Seminars: Resource Center Mobile	VET, LHT VET, LHT	13 Sept 13 Sept	per DO: 15 seminars to be conducted at the Resource Ctr 10 seminars to be conducted by the Mobile Teams
Reporting: Monthly  Quarterly Final	PD, PM, SPO  PD, PM, SPO	7/25, 8/25, 9/25 10/25, 11/25, 12/25 7/30, 10/30 PACD+30	reports 1-4 submitted as of 30 oct -IQC D.1 for marking  -see IQC C.11, and pgs 53/54 for content and format

The following abbreviations/designations are used:

SPO-Senior Program Officer (SLansell)

PM- Project Manager(SConnolly)

PO-Procurement Officer(RKappus)  
Dir/Admin-Director of Administration(MMeyer)  
Dir/Fin-Director of Finance (DTikkala)  
Globe:Globe Travel(Karina)  
PD-Project Director (EMorgan)  
VET-Voter Ed Trainers (SFarnsworth,MFrith,SJovovic)  
MCS-Media/Communication Specialist (SHunter)  
LA-Logisitics Assistant (TBD)  
LHT-Local Hire Trainers



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APPENDIX D LIST OF PROJECT STAFF AND OTHER INVOLVED PERSONNEL

Project Staff

Zoran Adzaip, Trainer  
Velimir Alic, Art Designer  
Mirsad Alsani, Trainer  
Tarik Begic, Translator  
Igor Beros, Office Manager  
Ninoslav Badrov, Program Assistant  
Stephen Connolly, Project Manager (DC)  
Ed Morgan, Project Director  
Michael Frith, Trainer  
Sarah Farnsworth, Trainer  
Sadmira Jovovic, Trainer  
Sally Hunter, Media/Communications Specialist  
Lejla Ibrulj, Trainer  
Gorana Kadric, Program Assistant  
Maja Krej, Program Assistant  
Mirad Maglic, Trainer  
Ivica Marjanovic, Trainer  
Igor Markovic, Driver  
Kaneta Muslimovic, Trainer  
Sead Muslimovic, Trainer  
Nermin Nistic, Logistician  
Ogro Nuk, Graphic and Audio Specialist  
Durmic Sabahudin, Trainer  
Denisa Sarajlic, Trainer  
Hikmeta Seleskovic, Trainer  
Ivica Siket, Trainer  
Hamza Smajic, Trainer  
Majda Smajic, Accountant  
Milka Stanic, Trainer  
Miroslav Stepanovic, Trainer  
Aleksandar Ruzicic, Trainer  
Lejla Ibrulj, Trainer

USAID

Nadereh Chahmirzadi, COTR/IQC  
Stephen Dean, Contract Officer, USAID/W  
Susan Kosinski, COTR, USAID/Sarajevo  
Jim Lehman, USAID/W  
Gene Smith, Contract Officer, USAID/W

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OSCE

Amb Robert Frowick, HoM  
Linda Trudel, Director/Voter Education and Training  
Nicole Szulc, Dep Dir/Voter Education and Training

IFES/W

Alexandra Abraham, Accounts Payable Supervisor  
Hernando Caicedo, Computer Support Technnician  
Katerina Deutch, Program Assistant  
Jeffrey Fischer, Executive Vice-President  
Scott Lansell, Senior Program Officer  
Carol Lau, Accountant  
Alexandra Leviditis, Program Assistant  
Marge Meyer, Director Of Admiistration  
Richard Soudriette, President  
Dave Tikkala, Director of Finance

IFES Voter Education Project  
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APPENDIX E

SCOPES of WORK

Date: 28 May 1996

To : Scott

From: Steve

Subj: Scopes of Work- BiH Voter Education Project

Following are draft scopes of work for all activity positions, consultant, staff and local hire. As stated in the Proposal and detailed in the Budget, the following positions are planned:

Consultant

Project Director  
Media/Communications Specialist  
Voter Education Trainers  
Project Manager

Staff

Senior Program Officer

Local Hire

Office Facilitator  
Accountant  
Logistics Assistant/Facilitator  
Program Assistant (3)  
Driver/facilitator(2)

Please let me know what you think when you have a moment. Some of the Program staff descriptions are on the light side. Do you want to include any language concerning qualifications?

What do you think about trying to get hold of some CVs (for the local hire positions) as soon as possible? Perhaps someone in the Mostar OSCE office could help out.

CONSULTANT

Position: Project Director

Candidate: Ed Morgan

Duration: 80 person days

Post: Zenica

Responsibilities:

i. The Project Director(PD) will respond directly to the Project Manager.

ii. The PD will perform the following tasks:

- a. Develop a comprehensive voter education campaign as described in the proposal.
- b. Develop a Project Work Plan in collaboration with Project staff, the IFES/W Senior Program Officer and the Project Manager. Obtain USAID approval of the Work Plan.
- c. Establish the Voter Education Resource Center in West Mostar
- d. Assist in determining the content of and supervise the implementation of the mobile training team program
- e. Liaise with the Provisional Electoral Commission, USAID, OSCE, NGOs, and other involved entities
- f. Brief USAID as required.
- g. Prepare weekly activity and semi-monthly financial reports for submission to the IFES/W Project Manager
- h. Develop printed, audio and televised informational materials for voter/civic ed programs
- i. Oversee the letting of contracts for the production of informational materials and other local procurement
- j. Provide in-put as requested to the IQC Quarterly Report
- k. Provide in-put to the Final Activity report as required
- l. Other tasks as assigned

CONSULTANT

Position: Voter Education Trainers (3)

Candidates: Paul Prettitore, Michael Frith, Sarah Farnsworth

Duration: 60 person days each

Post: Two (2) will serve on the mobile teams, one (1) with the Center in Zenica

Responsibilities:

i. The Voter Education Trainers will respond directly to the Project Director.

ii. The Voter Education Trainers will perform the following tasks:

- a. Design and organize training workshops and seminars
- b. Identify trainers
- c. Train a minimum of 15 Bosnian trainers
- d. Identify civic oriented local NGOs and community leaders for involvement in training activity
- e. Prepare an assessment of local NGOs
- f. Develop voter education training manuals
- g. Oversee the organization of a minimum of 15 voter education seminars by the Bosnian trainers at the resource Center
- h. Oversee the organization of a minimum of 10 seminars to be conducted by the mobile training teams
- i. Develop and implement an information dissemination program ensuring that information is disseminated beyond the seminar participants
- j. Develop a post-event evaluation form
- k. Prepare an evaluation of each seminar or workshop
- l. Supervise the Program Assistants, Trainers and Drivers
- m. Provide in-put as required to regular activity reports and the Quarterly IQC Report
- n. Provide in-put to the Final Activity Report as required
- o. Other tasks as assigned

CONSULTANT

Position: Media/Communication Specialist (1)

Candidate: S. Hunter

Post: Zenica

Duration: 60 person days

Responsibilities:

i. The Media/Communications Specialist will respond directly to the Project Director.

ii. The Media/Communications Specialist will perform the following tasks:

- a. Develop a mass media voter education program
- b. Coordinate with the Program Manager and SPO to ensure congruence of Project message with OSCE's official messages
- c. Develop informational materials
- d. Oversee production of informational materials
- e. Determine dissemination program
- f. Determine local Program Assistant involvement in the mass media program
- g. Provide in-put to monthly activity report as required
- h. Travel to the West Mostar region for two 30 day visits during the project period.
- n. Other tasks as assigned

CONSULTANT

Position: Project Manager

Candidate: Stephen Connolly

Duration: 80 days (70d/W, 10d/Zenica)

Post: IFES/W

Responsibilities:

i. The Project Manager will respond directly to the Senior Program Officer.

ii. The Project Manager will perform the following tasks:

- a. Provide in-house contract administration and support to the Project
- b. Assist in the development of Work Plans
- c. Draft scopes of work for all positions
- d. Draft consultant contracts
- e. Determine and execute procurement plan; pursue necessary waivers
- f. Oversee on-site Project start-up activity (10 D): identify suitable location for the Center; negotiate lease; assist in selection of local hire personnel; establish employment agreements; determine local availability of necessary goods and services;
- g. Coordinate the necessary IFES/W support from Program, Finance and Executive offices
- h. Assure completion and submission of Deliverables
- i. Review field invoices and vouchers for presentation to Finance department
- j. Coordinate travel for all consultants assuring USAID notification/approval as required
- k. Other tasks as assigned



STAFF

Position: Senior Program Officer

Candidate: Scott Lansell

Duration: 40 days (14D/W Mostar, 26D/W).

Post: IFES/W

Responsibilities:

- i. The Senior Program Officer will respond directly to the Program Director.
- ii. The Senior Program Officer will perform the following tasks:
  - a. Provide overall administrative and programmatic oversight
  - b. Assure appropriateness of Voter Education Program vis a vis the OSCE Information Campaign
  - c. Travel to Mostar to oversee project implementation, impact, and programming.
  - d. Travel to Sarajevo as required to assess the cooperative relationship between IFES and the OSCE Mission's Voter Education planning.
  - e. Approve vouchers
  - f. Request fund transfers as necessary

LOCAL HIRE

Position: Office Manager

Candidate: TBD

Duration: 4 mo

Post: Zenica Resource Center

Responsibilities:

i. The Office Manager will respond directly to the Project Director (PD)

ii. The Office Manager will perform the following tasks:

- a. Assist the Project Director in the daily administration of the West Mostar Regional Resource Center
- b. Recruitment of office personnel
- c. Preparation of work schedules for all Local Hire personnel
- d. Maintain employee time sheets
- e. Supervision of payroll, salary advances and liquidation;
- f. Prepare for the approval of the PD and the Accountant all purchase orders
- g. Conduct price comparison for in-country procurement
- h. Liaise with vendors to ensure adherence to contract/purchase order terms
- i. Liaise with guard service subcontractor; inform PD of any problems and necessary actions
- j. Liaise with the office landlord as required
- k. Establish Local Hire employee contracts
- l. Maintain the Project filing system
- m. Other tasks as assigned

LOCAL HIRE

Position: Accountant

Candidate: TBD

Duration: 4 mo

Post: Zenica Resource Center

Responsibilities:

i. The Accountant will respond directly to the Project Director (PD)

ii. The Accountant will perform the following tasks:

- a. Preparation of semi-monthly reports
- b. Maintain bank account ledgers
- c. Manage the petty cash fund
- d. Maintain the petty cash ledger
- e. Prepare regular petty cash reconciliations
- f. Notify the PD of the need to replenish the petty cash fund
- g. Maintain local currency bank accounts and account reconciliations
- h. Confirm all bank statements
- i. Preparation of payments, check and cash
- j. Issue and reconcile all approved travel advances
- k. Other tasks as assigned

LOCAL HIRE

Position: Program Assistant

Candidate: TBD

Duration: 3 mo

Post: Zenica Resource Center

Responsibilities:

i. The Program Assistant will respond directly to the Project Director.

ii. The Program Assistant will perform the following tasks:

- a. Work closely with the Media/Communications Specialist in developing and implementing the mass media program
- b. Follow up mass media voter education activities in the absence of the media/communications specialist
- c. Provide assistance as requested to the both components (W Mostar/Mobile) of the Voter Education Training Program
- d. Assist with logistics arrangements as requested
- e. Prepare Program related correspondence as required
- f. Other tasks as assigned

LOCAL HIRE

Position: Logistics Assistant/Facilitator

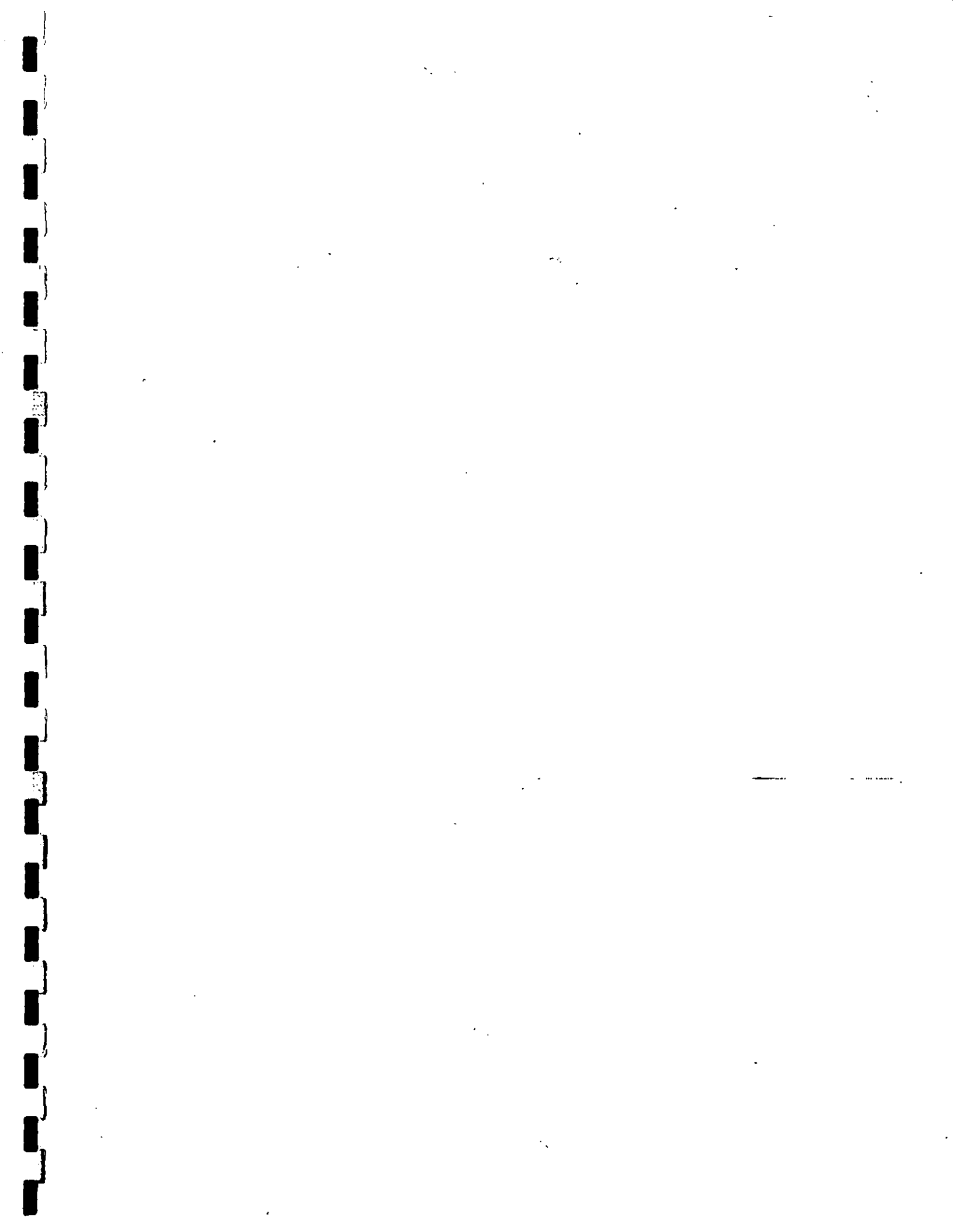
Candidate: TBD

Duration: 4 mo

Post: Zenica Resource Center

Responsibilities:

- i. The Logistics Assistant will respond directly to the Project Director (PD).
- ii. The Logistics Assistant will perform the following tasks:
  - a. In coordination with the Office Facilitator, answer the telephone, log in calls and assure coverage during the lunch break
  - b. Establish mission orders for all Project employees and Consultants travelling on approved business
  - c. Assure office maintenance, repair and cleaning as necessary
  - d. Arrange meetings as requested by the PD and technical staff
  - e. Supervise use of the photocopier; maintain daily use log
  - f. Make travel arrangements (transportation, lodging, etc) for staff and consultants
  - g. Arrange Customs clearance of all imported commodities;
  - h. Maintain the inventory tracking system (enter all project materials into the inventory, prepare regular inventory reports)
  - i. Supervision of Project vehicles: verification of Daily Use Logs, scheduling and verification of maintenance, maintain Vehicle Master Log for each vehicle
  - j. Arrange necessary vehicle maintenance and repair
  - k. Oversee logistics arrangements for the 2 mobile training teams
  - l. Track the use of office supplies; advise the PD when replenishment is necessary
  - m. Meet arriving consultants and official visitors as required
  - n. Other tasks as assigned



LOCAL HIRE

Position: Trainers (15)

Candidate: TBD

Duration: 3 mo

Post: Zenica Resource Center

Responsibilities:

- i. The Trainers will respond directly to the Voter Education Trainers.
- ii. The Trainers will perform the following tasks:
  - a. Assist the Voter Education Trainers in the implementation of the training program
  - b. Conduct voter education seminars as described in the training program
  - c. Make logistics arrangements for voter education seminars
  - d. Assist in identification of NGOs and community leaders for involvement in training activity
  - e. Participate in the evaluation of seminars and workshops
  - d. Other tasks as assigned

LOCAL HIRE

Position: Program Assistant (2)

Candidate: TBD

Duration: 3 mo

Post: Mobile

Responsibilities:

- i. The Program Assistant will respond directly to the Voter Education Trainers (Mobile).
- ii. The Program Assistant will perform the following tasks:
  - a. Assist the Voter Education Trainers in the implementation of the Training Program
  - b. Participate as required in developing voter education materials
  - c. Assist with the distribution of voter education materials
  - d. Arrange seminars in locations according to the Training plan.
  - e. Participate in the evaluation of seminars and workshops
  - f. Other tasks as assigned



LOCAL HIRE

Position: Driver/Facilitator (2)

Candidate: TBD

Duration: 3 mo

Post: Mobile

Responsibilities:

i. Drivers respond directly to the Logistics Assistant/Facilitator.

ii. Drivers will perform the following tasks:

- a. Drive Project vehicles in a safe and sober fashion on official business within W. Mostar and the surrounding area on approved missions
- b. Maintain Project vehicles in a clean and presentable fashion
- c. Assure completion of the vehicle use log
- d. Assure completion of the daily maintenance checklist and inform the Secretary/Receptionist of any problems
- e. Provide assistance as requested to Staff, Consultants and Guests travelling on approved missions
- f. Advise the Logistics Assistant of necessary repairs
- g. Assist with training program implementation as required
- g. Other tasks as assigned

ANNEX F. LIST OF ABBREVIATIONS

AOR	Area of Responsibility
BiH	Bosnia and Herzegovina
COTR	Contracting Officer's Technical Representative
DO	Delivery Order
DG	Democracy and Governance
ECM	European Community Monitor Mission
ECWG	Electoral Code Working Group
ENI	Europe and New Independent States
GOG	Grupa Obuka Gradana (see VEG)
IEBL	Inter-entity Boundary Line
IFOR	International Forces
IFES	International Foundation for Election Systems
IPTF	International Police Training Force
NDI	National Democratic Institute
NGO	Non-governmental Organization
ODIHR	Office of Democratic Institutions and Human Rights
OSCE	Organization for Security and Cooperation in Europe
OIT	Office of Transition Initiatives
PEC	Provisional Election Commission
TOT	Training of Trainers
USAID	U.S. Agency for International Development
UNHCR	UN High Commission for Refugees
VEP	Voter Education Program
VEG	Voter Education group

IFES Voter Education Project  
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APPENDIX G

PROCUREMENT PLAN

Date: 22 May 1996  
To : Scott  
From: Stephen H. Connolly

Subj: Procurement Plan/Voter Ed Outreach Project: Bosnia and Herzogovenia

Attached is a chart describing the materials required for implementation of the Voter Education Outreach Program in Bosnia and Herzogovenia. Draft specifications are included.

In view of the time constraint, it is essential that procurement preparations be undertaken immediately, even before signature of the Delivery Order.

Most of the items are US purchase. It will be possible to assemble the necessary quotes and be positioned to place orders on receipt of a signed Delivery Order.

We should begin immediately to gather information to the extent possible for the items scheduled for Off-Shore procurement (the precise location of procurement will be determined based on the terms of the Contract and availability).

The delivery schedule is based on the following assumptions:

1. The Contract will be effective 1 June.
2. The consultants will arrive on site 7 June.
3. Commodities are separated into 3 levels depending on immediacy of need and intended place of procurement:
  - i. Computers, printing capacity and communications are required from the moment of arrival in-country.
  - ii. Training materials such as audio-visual equipment can arrive a week after the arrival of the Project team in order to allow time to make arrangements for storage/installation.
  - iii. Local procurement: vehicles, gensets, photocopier will be purchased as soon as possible following arrival of the team
4. The consultants will travel with items immediately necessary (computers, communications equipment, an initial stock of office supplies). Software will be installed prior to departure.

ITEM #	DESCRIPTION	QUANTITY	EST UNIT COST	INTENDED USE	ON-SITE DELIVERY TARGET	US/OFF SHORE	APPROVAL/WAIVER REQUIREMENTS	STATUS
1.	Pentium Computer; 16MB RAM, 1.2 GB, Fax Modem 28.8; 15" Color monitor; 220v	2	\$4000	IFES Resource Ctr/Mostar (RC)	7 June	US		
2.	computer, laptop; Pentium; 1.2GB, 8MB RAM, FaxModem; 220v; carrying case	2	\$3400	mobile training teams (MTT)	7 June	US		
3.	printer, portable; inkjet; 220v; carrying case	2	\$ 400	MTT	7 June	US		
4.	software; WP, Lotus	4	\$1200	installation in computers	5 June	US		
5.	modem, 28.8 PCMCIA	3	\$ 300	installation in computers	5 June	US		
6.	printer, laser; 220v	1	\$1500	RC	14 June	US		
7.	video camera; 220v	1	\$1000	MTT	14 June	US		
8.	vcr; multi-system, 220v; carrying case	3	\$ 800	RC/MTT	14 June	US		
9.	TV; multi system; color; 20"; 220v	1	\$ 400	RC	14 June	US		

10.	TV; Color;portable; multi system; 16"; 220v; carrying case	2	\$ 400	MTT	14 June	US		
11.	video recording tapes; PAL	30	\$ 5	training aids	14 June	US		
12.	tape deck, dual cassette, 220v	3	\$ 350	RC/MTT	14 June	US		
13.	audio tapes, 60 min	60	\$ 3	training aids	14 June	US		
14.	photocopier; 220v	1	\$10,000	RC	14 June	OFF SHORE		
15.	generator; 4.2KW; diesel; 220v	1	\$3,500	RC	21 June	OFF SHORE		
16.	generator; 1.5KW; 220v	2	\$1,500	MTT	21 June	OFF SHORE		
17.	UPS 400VA(2), 1000VA(2)	4	\$ 300	RC	7 June	US		
18.	fax, 220v, plain paper	1	\$ 700	RC	7 June	OFF SHORE		
19.	telephones	1	\$ 75	RC	7 June	OFF SHORE		
20.	vehicle; 4WD sport utility; and spare parts package	2	\$35,000	MTT	21 June	OFF SHORE		
21.	Posters		\$8,000	Voter Ed Program	TBD	Local		
22.	Bulletins		\$7,000	Voter Ed Program	TBD	Local		
23.	Informational Literature		\$8,000	Voter Ed Program	TBD	Local		
24.	Training Documents		\$9,000	Voter Ed Program	TBD	Local		
25.	Office supplies		\$3,000	Office use	monthly	US/Local		

# BOSNIA COMPUTER BID ANALYSIS

ITEM DESCRIPTION	Quantity	PRICE EACH	JUSTIFICATION	DESTINATION	TOTAL
Pentium 120 Desktop, 16 MB RAM, 1.2 GB HD, internal PCMCIA 28.8 fax modem, 15" color monitor, 220volt	2	<p>ICN: \$2,358 x 2 = \$4,716.00</p> <p>CDW: \$2,323 x 2 = \$4,646.00</p> <p>AmeriData: N/A</p> <p>International Technologies: \$2,742 x 2 = \$5,484.00 (3 weeks)</p>	Required for the set up of field office per the agreement	Bosnia	\$4,646.00 (CDW)
Pentium 120 Laptop, 8 MB RAM, 1.2 GB HD internal PCMCIA 28.8 fax modem, active matrix color screen, Carrying case, 220 volt	2	<p>ICN: \$4,987 x 2 = \$9,974.00</p> <p>* There's no definite ETA for this.</p> <p>CDW: \$2,748 x 2 = \$5,496.00 (dual scan screen &amp; only 100 Mhz)</p> <p>AmeriData: N/A</p> <p>International Technologies: \$4,490 x 2 = \$8,980.00</p>	Same as above	Bosnia	\$5,496.00 (CDW)
Portable HP Deskjet 340 printer, w/cables, 220v	2	<p>ICN: \$404 x 2 = \$808.00</p> <p>* There's no ETA for the battery.</p> <p>CDW: \$393 x 2 = \$786.00</p> <p>AmeriData: N/A</p> <p>International Technologies: \$347 x 2 = \$694.00</p>	Same as above	Bosnia	\$694.00 (ITT)

ITEM DESCRIPTION	Quantity	PRICE EACH	JUSTIFICATION	DESTINATION	TOTAL
WordPerfect 6.1 for Windows. 3.5" full ver.	4	ICN:\$255 x 4 = \$1,020.00 CDW:\$240 x 4 = \$960.00 AmeriData: N/A International Technologies: \$291 x 4 = \$1,164.00	Required for the set up for the field office per the agreement.	Bosnia	\$960.00 (CDW)
Lotus 123 for Windows, 3.5", full version.	4	ICN: \$307 x 4 = \$1,228.00 CDW:\$291 x 4 = \$1,164.00 AmeriData: \$285 x 4 = \$1,140.00 International Technologies: \$304 x 4 = \$1,216.00	Same as above.	Bosnia	\$1,140.00 AmeriData
HP LaserJet 5 Printer, w/cables, 220volt	1	ICN: N/A CDW:N/A AmeriData:N/A International Technologies: \$1,400	Same as above	Bosnia	\$1,400.00 (ITT)
Photocopier	1	Autotech	Same as above	Bosnia (local purchase)	\$1,890 Autotech
APC Back-Ups 400, 220 volt	2	ICN: \$178 x 2 = \$356.00 (230volts) CDW:N/A AmeriData:N/A International Technologies: \$175 x 2 = \$350.00	Same as above	Bosnia	\$350.00 (ITT)



ITEM DESCRIPTION	Quantity	PRICE EACH	JUSTIFICATION	DESTINATION	TOTAL
APC Back-Ups 1000, 220 volt	2	ICN: \$607 x 2 = \$1,214.00 (230 volts) CDW:N/A  AmeriData:N/A  International Technologies: \$495 x 2 = \$990.00	Required for the set-up for the field office per the agreement.	Bosnia	\$990.00 (ITT)
Plain paper fax machine, with paper cutter, 220 volt.	1	ICN: N/A  CDW: N/A  AmeriData: N/A  International Technologies: \$525.00	Same as above	Bosnia	\$525.00 (ITT)
				<b>TOTAL:</b>	\$18,091.00

# BOSNIA VIDEO BID ANALYSIS

ITEM DESCRIPTION	Quantity	PRICE EACH	JUSTIFICATION	DESTINATION	TOTAL
Panasonic Camcorder, PAL format, VHC-S, 220 volt	1	<b>Horizon Trading Co.:</b> \$720.00 <b>Keno Electronics:</b> \$645.00 <b>International Technologies:</b> \$760.00	Required for the set-up for the field office per the agreement.	Bosnia	\$645.00 (Keno)
Multi-System VCR, 4-head, 220 volt	3	<b>Horizon Trading Co.:</b> \$360 x 3 = \$1,080.00 <b>Keno Electronics:</b> \$395 x 3 = \$1,185.00 <b>International Technologies:</b> \$390 x 3 = \$1,170.00	Same as above	Bosnia	\$1,080.00 Horizon
Multi-System Color TV, 21", 220 volt	1	<b>Horizon Trading Co.:</b> \$450.00 <b>Keno Electronics:</b> \$445.00 <b>International Technologies:</b> \$455.00	Same as above.	Bosnia	\$445.00 (Keno)
Portable Sony 14" Color Multi-System TV, carrying case., 220 volt	2	<b>Horizon Trading Co.:</b> \$360 x 3 = \$720.00 <b>Keno Electronics:</b> \$325 x 2 = \$650.00 <b>International Technologies:</b> \$380 x 2 = \$760.00	Same as above.	Bosnia	\$650.00 (Keno)

ITEM DESCRIPTION	Quantity	PRICE EACH	JUSTIFICATION	DESTINATION	TOTAL
VHS-C Video Recording tapes, Pal format	30	<b>Horizon Trading Co.:</b> $\$4.50 \times 30 = \$135.00$ <b>Keno Electronics:</b> $\$6.00 \times 30 = \$180.00$ <b>International Technologies:</b> $\$3.50 \times 30 = \$105.00$	Required for the set-up for the field office per the agreement.	Bosnia	\$105.00 (ITT)
Boom Box, dual deck cassette, 220 volt	3	<b>Horizon Trading Co.:</b> $\$83 \times 3 = \$135.00$ <b>Keno Electronics:</b> $\$195 \times 3 = \$585.00$ <b>International Technologies:</b> $\$195 \times 3 = \$585.00$	Same as above.	Bosnia	\$135.00 Horizon
Audio tapes, 60 minutes play time.	60	<b>Horizon Trading Co.:</b> $\$10 \times 6 = \$60.00$ (10 Pk) <b>Keno Electronics:</b> $\$1.50 \times 60 = \$90.00$ <b>International Technologies:</b> $\$1.00 \times 60 = \$60.00$	Same as above.	Bosnia	\$60.00 (ITT)
				<b>TOTAL:</b>	\$3,120.00

IFES Voter Education Project  
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APPENDIX H

1. Commodity Disposition
2. Inventory

Paragraph H.4(f)(1)(E) of the General Contract states that "at any time non-expendable property...is no longer needed or is no longer usable, the Contractor shall request disposition instructions from the Contracting Officer".

As it is the understanding of IFES that there will be a follow-on voter education activity which will have need of all equipment purchased under DO #02, IFES will store these items until initiation of the follow-on project activity.

## IFES Property Log

Updated: November 14, 1996

Bosnia Voter Ed/D.O.#02

IFES Control #	Description	Serial/Model#	Fund Source	Title	Date of purchase	Cost	Location	Condition	Proposed disposition
DO2-001	Panasonic camcorder	B6HC07087	DO2	USAID	6/96	\$645	Bosnia	good	
DO2-002	Hitachi multisystem vcr	60104873	DO2	USAID	6/96	\$360	Bosnia	good	
003	Hitachi multisystem vcr	51100663	DO2	USAID	6/96	\$360	Bosnia	good	
DO2-004	Toshiba multisystem vcr	39241826	DO2	USAID	6/96	\$395	Bosnia	good	
DO2-005	Hitachi multisystem 21" color tv	86E024755	DO2	USAID	6/96	\$445	Bosnia	good	
DO2-006	Sharp 14" multisystem tv	14BN14601514475	DO2	USAID	6/96	\$325	Bosnia	good	
007	Sharp 14" multisystem tv	14BN14601514873	DO2	USAID	6/96	\$325	Bosnia	good	
DO2-008	Panasonic dual deck cassette player	CVHA70811	DO2	USAID	6/96	\$ 83	Bosnia	good	
009	Panasonic dual deck cassette player	CVHA70811	DO2	USAID	6/96	\$ 83	Bosnia	good	
010	Panasonic dual deck cassette player	CVHA70811	DO2	USAID	6/96	\$ 83	Bosnia	good	
DO2-011	Pentium 120 desktop computer w/ 15" color monitor	6622HXQ4G538 622BC05AA099	DO2	USAID	6/96	\$2323	Bosnia	good	
012	Pentium 120 desktop computer w/ 15" color monitor	6622HXQ4G574 552BC05AA936	DO2	USAID	6/96	\$2323	Bosnia	good	

IFES Control #	Description	Serial/Model#	Fund Source	Title	Date of purchase	Cost	Location	Condition	Proposed disposition
DO2-013	Pentium AST 120 laptop	176AUE002338	DO2	USAID	6/96	\$2748	Bosnia	good	
014	Pentium AST 120 laptop	176AUE002545	DO2	USAID	6/96	\$2748	Bosnia	good	
DO2-015	Printer, HP deskjet 340 portable	SG61U120QH	DO2	USAID	6/96	\$347	Bosnia	good	
016	Printer, HP deskjet 340 portable	SG63UK30D0	DO2	USAID	6/96	\$347	Bosnia	good	
DO2-017	Software; WP61		DO2	USAID	6/96	\$240	Bosnia	good	
018	Software; WP61		DO2	USAID	6/96	\$240	Bosnia	good	
019	Software; WP61		DO2	USAID	6/96	\$240	Bosnia	good	
020	Software; WP61		DO2	USAID	6/96	\$240	Bosnia	good	
DO2-021	Software; Lotus 123		DO2	USAID	6/96	\$285	Bosnia	good	
022	Software; Lotus 123		DO2	USAID	6/96	\$285	Bosnia	good	
023	Software; Lotus 123		DO2	USAID	6/96	\$285	Bosnia	good	
024	Software; Lotus 123		DO2	USAID	6/96	\$285	Bosnia	good	
DO2-025	Printer; HP LaserJet 5	US1W045973	DO2	USAID	6/96	\$1400	Bosnia	good	
DO2-026	Photocopier		DO2	USAID	8/96	\$1890	Bosnia	good	
DO2-027	UPS; APC 400i	D96031732324	DO2	USAID	6/96	\$175	Bosnia	good	
028	UPS; APC 400i	B95107445723	DO2	USAID	6/96	\$175	Bosnia	good	
DO2-029	UPS; APC 1000i	B9517780712	DO2	USAID	6/96	\$495	Bosnia	good	

030	UPS; APC 10001	D96052017235	DO2	USAID	6/96	\$495	Bosnia	good	
DO2-031	Ex, HP Office Jet plain paper	8G63UK30D0	DO2	USAID	6/96	\$525	Bosnia	good	

IFES Voter Education Project  
for Bosnia and Herzegovina  
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APPENDIX I

INDEX OF REPORTS AND INFORMATION PRODUCTS

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2. Weekly report #02
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8. Weekly report #08
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10. Weekly report #10
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35. Introduction to the IFES Voter Education Project in Bosnia and Herzegovina
36. "Feel Your Power..." Voter awareness poster (2000cc)
37. "Feel Your Power..." Voter awareness poster (Cyrillic) (30,000cc)
38. Training flashcards (250 sets of 50)
39. Voter Information guide (20,000cc)



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1101

U.S. AGENCY for INTERNATIONAL DEVELOPMENT

Contract: AEP 5468-I-00-6003-00, Delivery Order No. 02

Contractor: The International Foundation for Election Systems

USAID Project  
Office: ENI/DG/RLG

Date: 30 July 1996

Document: Monthly Status Report #1

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
Voter Education Program

U.S. AGENCY for INTERNATIONAL DEVELOPMENT

Contract: AEP 5468-I-00-6003-00, Delivery Order No. 02

Contractor: The International Foundation for Election Systems

USAID Project  
Office: ENI/DG/RLG

Date: 27 August 1996

Document: Monthly Status Report #2

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
Voter Education Program

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U.S. AGENCY for INTERNATIONAL DEVELOPMENT

Contract: AEP 5468-I-00-6003-00, Delivery Order No. 02

Contractor: The International Foundation for Election Systems

USAID Project  
Office: ENI/DG/RLG

Date: 22 October 1996

Document: Monthly Status Report #3

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
Voter Education Program

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## U.S. AGENCY for INTERNATIONAL DEVELOPMENT

Contract: AEP 5468-I-00-6003-00, Delivery Order No. 02

Contractor: The International Foundation for Election Systems

USAID Project  
Office: ENI/DG/RLG

Date: 30 October 1996

Document: Monthly Status Report #4

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
Voter Education Program

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U.S. AGENCY for INTERNATIONAL DEVELOPMENT

Contract: AEP 5468-I-00-6003-00, Delivery Order No. 02

Contractor: The International Foundation for Election Systems

USAID Project  
Office: ENI/DG/RLG

Date: 13 December 1996

Document: Monthly Status Report #5

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
Voter Education Program

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## U.S. AGENCY for INTERNATIONAL DEVELOPMENT

Contract: AEP 5468-I-00-6003-00, Delivery Order No. 02

Contractor: The International Foundation for Election Systems

USAID Project  
Office: ENI/DG/RLG

Date: 7 January 1997

Document: Monthly Status Report #6

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
Voter Education Program

Cover Sheet  
Weekly Report

**IFES** *International Foundation for Electio.*

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U.S. AGENCY for INTERNATIONAL

Contract: AEP 5468-I-00-6003-00, Delivery Order No. 02

Contractor: The International Foundation for Election Systems

USAID Project  
Office: ENI/DG/RLG

Date: 3 July 1996

Document: Weekly Report #01

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
Voter Education Program

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## U.S. AGENCY for INTERNATIONAL DEVELOPMENT

Contract: AEP 5468-I-00-6003-00, Delivery Order No. 02

Contractor: The International Foundation for Election Systems

USAID Project  
Office: ENI/DG/RLG

Date: 10 July 1996

Document: Weekly Report #02

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
Voter Education Program



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U.S. AGENCY for INTERNATIONAL DEVELOPMENT

Contract: AEP 5468-I-00-6003-00, Delivery Order No. 02

Contractor: The International Foundation for Election Systems

USAID Project  
Office: ENI/DG/RLG

Date: 17 July 1996

Document: Weekly Report #03

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
Voter Education Program

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## U.S. AGENCY for INTERNATIONAL DEVELOPMENT

Contract: AEP 5468-I-00-6003-00, Delivery Order No. 02

Contractor: The International Foundation for Election Systems

USAID Project  
Office: ENI/DG/RLG

Date: 24 July 1996

Document: Weekly Report #04

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
Voter Education Program

# **IFES** *International Foundation for Election Systems*

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## U.S. AGENCY for INTERNATIONAL DEVELOPMENT

Contract: AEP 5468-I-00-6003-00, Delivery Order No. 02

Contractor: The International Foundation for Election Systems

USAID Project  
Office: ENI/DG/RLG

Date: 31 July 1996

Document: Weekly Report #05

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
Voter Education Program

# **IFES** *International Foundation for Election Systems*

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## U.S. AGENCY for INTERNATIONAL DEVELOPMENT

Contract: AEP 5468-I-00-6003-00, Delivery Order No. 02

Contractor: The International Foundation for Election Systems

USAID Project

Office: ENI/DG/RLG

Date: 7 August 1996

Document: Weekly Report #06

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
Voter Education Program

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## U.S. AGENCY for INTERNATIONAL DEVELOPMENT

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Contractor: The International Foundation for Election Systems

USAID Project

Office: ENI/DG/RLG

Date: 14 August 1996

Document: Weekly Report #07

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
Voter Education Program

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## U.S. AGENCY for INTERNATIONAL DEVELOPMENT

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Contractor: The International Foundation for Election Systems

USAID Project  
Office: ENI/DG/RLG

Date: 21 August 1996

Document: Weekly Report #08

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
Voter Education Program

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U.S. AGENCY for INTERNATIONAL DEVELOPMENT

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Contractor: The International Foundation for Election Systems

USAID Project  
Office: ENI/DG/RLG

Date: 28 August 1996

Document: Weekly Report #09

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
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Contractor: The International Foundation for Election Systems

USAID Project  
Office: ENI/DG/RLG

Date: 11 September 1996

Document: Weekly Report #11

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
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Contractor: The International Foundation for Election Systems

USAID Project  
Office: ENI/DG/RLG

Date: 18 September 1996

Document: Weekly Report #12

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
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Contractor: The International Foundation for Election Systems

USAID Project  
Office: ENI/DG/RLG

Date: 25 September 1996

Document: Weekly Report #13

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
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Contractor: The International Foundation for Election Systems

USAID Project  
Office: ENI/DG/RLG

Date: 2 October 1996

Document: Weekly Report #14

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
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Contractor: The International Foundation for Election Systems

USAID Project  
Office: ENI/DG/RLG

Date: 9 October 1996

Document: Weekly Report #15

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
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Contractor: The International Foundation for Election Systems

USAID Project  
Office: ENI/DG/RLG

Date: 16 October 1996

Document: Weekly Report #16

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
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Contractor: The International Foundation for Election Systems

USAID Project  
Office: ENI/DG/RLG

Date: 23 October 1996

Document: Weekly Report #17

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
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Contractor: The International Foundation for Election Systems

USAID Project  
Office: ENI/DG/RLG

Date: 30 October 1996

Document: Weekly Report #18

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
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Contractor: The International Foundation for Election Systems

USAID Project  
Office: ENI/DG/RLG

Date: 6 November 1996

Document: Weekly Report #19

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
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Contractor: The International Foundation for Election Systems

USAID Project

Office: ENI/DG/RLG

Date: 13 November 1996

Document: Weekly Report #20

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
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Office: ENI/DG/RLG

Date: 20 November 1996

Document: Weekly Report #21

Authors: Stephen H. Connolly  
Scott Lansell

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Date: 27 November 1996

Document: Weekly Report #22

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

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Contractor: The International Foundation for Election Systems

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Office: ENI/DG/RLG

Date: 4 December 1996

Document: Weekly Report #23

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
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Office: ENI/DG/RLG

Date: 11 December 1996

Document: Weekly Report #24

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
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Office:

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Date: 18 December 1996

Document: Weekly Report #25

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
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Contractor: The International Foundation for Election Systems

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Office: ENI/DG/RLG

Date: 25 December 1996

Document: Weekly Report #26

Authors: Stephen H. Connolly  
Scott Lansell

Project No.: 180-0021

Project Title: Political and Social Process Bosnia-Herzegovina  
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for Bosnia and Herzegovina  
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Ed Morgan, direktor projekta  
Sarah Farnsworth, nadzornik obuke  
Dr. Mike Frith, nadzornik obuke  
Sally Hunter, stručnjak za medije

# Uvod

u projekat  
za obuku birača  
u Bosni i  
Hercegovini



**IFES**

Međunarodna fondacija za izborne sisteme  
Centar za obuku birača

Muhameda S. Serdarevića 25  
72000 Zenica  
Bosna i Hercegovina

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Projekat za obuku birača u Bosni i Hercegovini  
sponzorira USAID

**IFES**

Međunarodna fondacija  
za izborne sisteme

**ko smo**

Međunarodna fondacija za izborne sisteme smještena u Washingtonu je nevladina i nepolitička organizacija. IFES je pomogao organizovati i provesti više od 50 izbora širom svijeta — od bivšeg Sovjetskog Saveza preko latinske Amerike, Afrike, Azije pa sve do nedavnih istorijskih izbora u Palestini.

**šta radimo**

Na poziv vlade Vaše zemlje IFES je došao u Bosnu i Hercegovinu. Mi ne radimo za političke partije ili kandidate. Mi ne biramo strane. Mi nećemo savjetovati ljudima koju stranku ili kandidata da podržavaju. IFES će učiniti sve što je u mogućnosti da se pravila i propisi o izborima poštuju, da sve pripreme budu obavljene na vrijeme i da svi budu potpuno informisani o izborima.

**kako radimo**

Naše zajedničke ciljeve ostvarujemo direktnim susretima sa ljudima u različitim sredinama, održavanjem predavanja, razmjenom informacija, te iznalaženjem načina da eventualne probleme i nejasnoće zajednički riješimo. Naše područje djelatnosti je široko. Otvoreni smo za sva pitanja vezana za predstojeće izbore.

**OSIETU**  
SVOJU  
**SNAGU**

**zašto radimo**

Put ka demokratiji se ostvaruje samo ako ljudi iskoriste mogućnost da glasaju za stranku ili kandidata koga odaberu. Izbori su prvi korak ka demokratiji, trajnom miru i ekonomskoj rekonstrukciji. Mi želimo da budemo sigurni da svi znaju da učestvuje što je moguće više birača, te da izbori budu pošten i fer. U tom smislu podržavamo pravo glasanja bez uznemiravanja, slobodu govora, štampe i združivanja. Svaki pojedinačni glas je od izuzetne važnosti.

# A BRIEF INTRODUCTION TO THE IFES VOTER EDUCATION PROJECT IN BOSNIA AND HERZEGOVINA

## **WHO ARE WE?**

The International Foundation for Election Systems headquartered in Washington, D.C., is a non-governmental and non-political organization. IFES has helped organize and conduct more than 50 elections worldwide — from the former Soviet Union, Latin America, Africa, and Asia to the recent historic elections in Palestine.

## **WHAT IS OUR JOB?**

IFES has come to BiH on your Government's invitation. We do not work for any political party or candidate. We do not take sides. We will not advise people which party or candidate to choose on election day. IFES will do everything it can to see that the rules and regulations are respected, that all the necessary preparations are made, and that everyone is fully informed about the election process.

## **HOW DO WE WORK?**

We realize our purposes by direct meetings with people in different environments, by delivering lectures, by exchanging information and finding ways to help people solve possible problems and misunderstandings together. Our field of work is wide open. We are open for any questions in connection with the approaching elections.

## **WHY DO WE DO IT:**

We in IFES want to be certain that as many voters as possible participate and that elections are fair and honest. We support the right to vote without disturbance, in private, and with the freedom of speech, press and free association. The path toward democracy is realized only if people use the opportunity to vote for the party or candidate of their choice. Elections are the first step toward democracy, permanent peace and reconstruction of the economy. Every single vote is significant.

## **KRATAK UVOD U PROJEKAT IFES-a ZA OBUKU BIRAČA U BOSNI I HERCEGOVINI**

### **KO SMO:**

Međunarodna Fondacija za Izborne Sisteme smještena u Washingtonu je nevladina i nepolitička organizacija. IFES je pomogao organizovati i provesti više od 50 izbora širom svijeta — od bivšeg Sovjetskog Saveza, preko Latinske Amerike, Afrike, Azije, pa sve do nedavnih istorijskih izbora u Palestini.

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### **KAKO RADIMO:**

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### **ZAŠTO RADIMO:**

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Mi želimo da budemo sigurni da svi znaju za izbore, da učestvuje što je moguće više birača, te da izbori budu poštene i fer. U tom smislu podržavamo pravo glasanja bez uznemiravanja, slobodu govora, štampe i združivanja. Svaki pojedinačni glas je od izuzetne važnosti.

IFES Voter Education Project  
for Bosnia and Herzegovina  
Completion Report

APPENDIX I 36

# Osjeti svoju snagu ...

Sloboda mišljenja • Sloboda govora • Sloboda  
kretanja • Sloboda religije • Sloboda rada •  
Sloboda okupljanja • Ravnopravnost pred  
zakonom • Pravo političkog opredjeljenja •  
Pravo na život bilo gdje • Sloboda od  
neopravdanih pretraga i otuđivanja

... učestvuj  
na izborima

IFES

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APPENDIX I 37

# Осети своју снагу

слобода мишљења • слобода  
говора • слобода кретања •  
слобода вероисповести • право  
на рад • слобода удруживања  
• једнака права пред законом •  
право на политичко одређење  
• право на живот било где •  
слобода од неоправданих  
претраживања и отуђивања

учествуј  
на изборима

IFES Voter Education Project  
for Bosnia and Herzegovina  
Completion Report


APPENDIX I 38



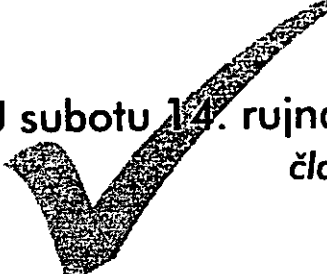
What day will the elections  
be held this year?

Flash card 1

U subotu 14. septembra.  
član 3



U subotu 14. rujna.  
član 3



Projekat obuke birača, sponzorira USAID

## Final English Draft of FLASH CARDS

An interactive voter training tool to provide mastery of voting regulations, stimulate discussion of civic issues, and promote confidence in the fairness of the system by stressing the dual nature of democracy – the rights of citizens and the obligations of government.

### LEVEL ONE – Breaking the ice: non-threatening questions and/or built-in answers

(who is buried in Grant's tomb?)

1. Q: What day will the elections be held this year?  
A: Saturday, September 14.
  
2. Q: How old must you be in order to vote ... over 16 years old, over 18 or over 21?  
A: That's right, you must be at least 18 years old to vote.  
Art. 5
  
3. Q: Are refugees residing in Germany and other nations eligible to vote?  
A: Yes. All citizens, no matter where they are living now, are eligible to vote so long as their names are on the Voting List or they have a voter registration form to show at the polling station when they go to vote. In fact, more than 617,000 citizens will be coming home or sending ballots by mail from 52 other countries.  
Art. 8, 11, 12
  
4. Q: You may have heard of LECs, PEC and OSCE ... that is, Local Election Commissions ... Provisional Election Commission ... and Organization for Security and Cooperation in Europe. Can you tell me which one will conduct the election in the *opstinas*, which one promulgates the regulations, and which one will *supervise* the election and the counting of the ballots?  
A: The LECs conduct the election on the local level, PIK makes up the procedures and rules, and OSCE supervises the election and certifies the results.  
Art. 18, 19, 20
  
5. Q: Let's describe the jobs of the people who will be working in the polling stations. What does the queue controller do?  
A: Right. The "Queue Controller" controls the queue, which means ensuring that the flow of voters into and out of the polling station is orderly and under control.
  
6. Q: What do ID Officers do?  
A: "ID Officers" check our identification papers to make sure each voter is qualified to receive a ballot. Then they enter the voter's name in the Poll Book.

7. Q: Why will our right index finger be sprayed when we go to vote?
- A: Right, well, does everyone understand what invisible ink is? It is invisible to the eye and can only be seen by special ultraviolet light at the polling station. The "Ink Controller" will be able to check each person's finger to make sure no one is trying to slip in and vote more than once. By the way, the ink is harmless and washes off in a few days.

**Level II – Close-ended and leading questions that stimulate confidence and interest**

8. Q: I'm going to read a list of documents. Let's see a show of hands for each one you think the ID Officers will accept as proper identification for voting:
- A: ID Card? Yes, that is the best for because it has all three types of information the ID Officer can use to find your name on the Voter's List ... your name, your date of birth, and your identity number..
- Q: How about Citizenship Certificate? Passport? Birth Certificate? Resident Certification? Driving License? Military Booklet? Health Booklet? Change-of-name certificate?
- A: Yes. Each of these documents is deemed valid so long as it was issued by Bosnia-Herzegovina authorities or by former Yugoslav authorities.  
Art. 16
9. Q: You know, if you registered this year you need to bring a copy of your registration form to prove you are eligible to receive a ballot. Does it matter *where* you registered or only that you have a copy of your registration form?
- A: No, it doesn't matter *where* you registered, only that you in fact *are* registered and have the official copy to prove it.
10. Q: Did you know you can prepare what is called a Statutory Declaration document if you do not have proper ID or it was lost or stolen? It must be witnessed and countersigned by a religious leader, magistrate, or municipal official. What kind of information do you think we should include on such a Declaration ... ?
- A: Yes, name. And address. And identity number (if you know what it is.) *And* it's a good idea to include your address at the time of the 1991 Census because that is the basis of the Voter's List. We also recommend you put your date of birth on the declaration because it is one of the key ways your name can be located on the Voter's List.  
Art. 16
11. Q: What does the "Ballot Issuer" do?
- A: That's right, he hands the ballots to the voters.
12. Q: How many ballot sheets will each voter receive ... and why are they different colors?

- A. There are five ballots – one for each of the five levels of government we will vote on: municipal and canton assemblies, federation House of Representatives, national House of Representatives and national presidency, The sheets are five different colors so voters can easily match them with the proper ballot box, which will be marked by the same color
- 13 Q: Can anyone name all five colors of the ballots!?
- A: Purple, gray, gold, white and orange.
14. Q: Any spoiled ballot *should* be eliminated by the official inspection before the polls open, but what happens if one of your ballot papers is misprinted?
- A: If by chance you receive a spoiled ballot, you should turn it back to the Ballot Issuer and get a fresh one *before* you go behind the screen to vote.
15. Q: Is it necessary to vote for all five offices in the election?
- A: No, it's not mandatory. You may leave a ballot paper unmarked, but you should fold it in half as you do the other ballot papers and deposit it in the proper ballot box.

**Level III – Open-ended questions with limited range of answers that stimulate discussion.**

16. Q: Can officials or observers go into the voting booth and watch voters marking their ballot papers?
- A: Absolutely not. Voting is by secret ballot only, which means you have the right to be alone when you mark your ballot papers. No one, official or not, is permitted to be with you when you vote or see how you mark your ballot papers *unless you ask to be accompanied because you need assistance..*
17. Q: What who might need assistance in voting?
- A: Any voter who is blind, illiterate, physically incapacitated or otherwise unable to exercise the right to vote without assistance may receive help from any person of his or her choosing who is an eligible vote, including a family member or friend.
18. Q: If a voter needs assistance what should he or she do?
- A: Yes – just ask for it. The voter should advise a polling station official that he wishes to be escorted behind the voting screen by a family member or friend or another voter.
19. Q: Are there any rules for persons assisting voters? What do you suppose should be their responsibilities?
- A: Actually, poll workers are supposed to tell the helper not to influence the voter's choice in marking the ballot. He or she must mark the voter's ballot exactly as

the voter instructs and uphold the voter's right to secrecy and privacy. He or she may not reveal to *any* person how the voter voted.

20. Q: Who supervises all the poll workers to make sure they are doing their jobs properly?

A: The Chairman of the Polling Station Committee, who is appointed by the Local Election Commission, trains assigns and supervises all poll workers. (He or she in turn appoints a Deputy Chairman to take charge when the Chairman is absent).

21. Q: OSCE has been in BiH for many months to organize the voting and the rules with the PIK. They will travel around to provide assistance and general supervision on Election Day. How might they do that? What if there is a difference of between the Chairman of the Polling Station Committee and the OSCE monitor?

A: OSCE supervisors or monitors will be present in polling stations periodically or continuously during the voting, as they deem necessary. They may provide guidance, information, clarification of policy and advice about the voting process and about preserving peace and good order.

The Chairman of the Polling Station Committee's decision is final but OSCE supervisors are instructed to appeal directly to the Local Election Commission for action or intervention if they believe the Chairman's actions require it.

Art.

22. Q: Who selects the official observers and what is their role?

A: They are invited by PIK to observe the elections and counting of votes. They will be able to see all election documents and procedures. They may discuss issues among themselves and with the OSCE Supervisors and Election Officers. However they may not attempt to influence the election. They will report good conduct, errors and problems to the PIK and OSCE. In that way they will participate in the judgment of whether the election was free and fair.

Art.

23. Who will provide safety and security at the polling stations?

IFOR soldiers and International Police [ITPF] will be assigned to polling stations [deemed to need them].

24. Q: What happens inside the polling station before it is opened to the voters?

A. A team of polling station workers, the Chairman of the Committee, OSCE staff, official foreign observers and a representative from each political party and candidate carefully inspect the ballot boxes one at a time to confirm they are empty and then properly assembled and sealed for the voting.

**Level Four – Philosophical with no set answers to stimulate discussion of underlying principles of democracy.**

25. Q: What is the proper way to mark a ballot?

A: Mark an X inside the box printed next to the party or independent candidate for whom you wish to vote. Do not write anything elsewhere on the ballot or in any way incorrectly mark your . If you do so, the ballot will be declared spoiled and will not be counted.

26. Q: There is a lot of talk about ensuring that the elections are free and fair. What does free and fair mean? Or what should it mean?

A: This question has no precise answer except in the *converse*. That is, we can say what is *not* free and fair: violating a voter's right to privacy, preventing an eligible voter from voting, tampering with ballot materials or otherwise defeating the will of the people. That is why the organizers and the supervisors of the election, the PIK and the OSCE, have developed a voting system with many procedural safeguards aimed at protecting your right to choose.

27. Q: The PIK regulations state that no person shall be appointed as a member of a Local Election Commission if he or she is "shown to lack the impartiality necessary to be a member of the Commission." What do you think this rule should mean in practical terms?

A: It should mean that members of the Local Election Commissions will be completely impartial in their official conduct during the elections. They may have personal views on candidates, political parties and coalitions, but they *may not* have ever allowed those sentiments or personal opinions to affect their conduct in public office or community affairs.

Art. 21, 24, 25,

26

28. Q: What can go wrong that may prevent someone from voting?

A: Anyone disturbing the peace at the Polling Station will be directed to leave even if he or she is on the list of eligible voters.

Art. 211

29. Q: Who besides troublemakers or people disturbing the voting will be prevented from voting?

A. Any voter whose name does not appear on the Voters List and who has not presented [cannot produce] an Application Form I, II or III will be denied the right to vote and directed to leave the polling station.

Art.

30. Q: What happens if a voter is prevented from voting? Can he or she protest?

A: Yes. If the voter protests, the Chairman of the Polling Station Committee will be called over to assist the voter or confirm he or she cannot vote in this election. If the Chairman finds the voter's name on the Voter's List or confirms that the voter has an Application Form, he will allow the voter to vote.

31. Q: What purpose does the Poll Book serve?

A: It is the official record of the number and names of all people who voted so an accurate tally can be made all across BiH. It serves as a place to write down explanations and notes about protests, problems, disturbances or special

political material or to campaign within 50-meters of the main entrance to a polling station. Security forces or troops are responsible for enforcing this ban.

Art. 81

39. Q: If your name is not on the Voter's List you must present a registration document in order to receive a ballot. What is the difference between Registration Application Form I and Form II?

A: Form I is used by voters who have chosen to vote by absentee ballot in their former place of residency, that is their home in 1991. Form II is used by those voters who wish to vote in person in the municipality in which they currently reside and by voters who intend to move to a third municipality within 12 months after the election.

40. Q: Is it legal for someone to be prevented from voting if his or her name is on the Voter's List?

A: No. That is, it is not legal if the voter has followed all the other the Rules and Regulations of the Provisional Election Commission such as show proper identification at the polling station, etc.

Art. 201

41. Q: Can a government official overrule the judgment of the Local Election Commission in a municipality?

A: No. The LECs are independent, and other government bodies are required to provide them with all assistance necessary to do their work.

42. Q: Will people who vote by absentee ballot receive the same number of ballot papers as other voters?

A: Yes. However, there will be only one ballot box at the absentee voter stations. After marking their ballots, absentee voters will put each ballot paper into an envelope of the corresponding color and then place all the envelopes into a single outer envelope, seal it, and deposit it in the ballot box.

43. Q: What does the election rules and regulations published by the Provisional Election Commission say about the right of political parties and independent candidates to inform the public about their programs and candidacies?

A: Regulation require public officials to grant equal opportunity for political parties and candidates to display posters, etc. in public places. Unlawful removal, cover up, defacing or alteration of political placards, posters, etc. is strictly prohibited.

Art. 215.2, 215.3

44. Q: What is the process for voting by absentee ballot.

A: You must already have applied for absentee balloting during the registration period and be in possession of Registration Application Form I. You will need to go to the special absentee polling place in your municipality on Election Day where you will show a valid ID, surrender Form I, receive your ballot, and vote. When the polls close on Election Night, IFOR will pick up all absentee ballots, take them to Sarajevo for sorting, and then deliver them to the appropriate municipalities for counting.

45. Q: Who will be on the Polling Station Committee and how will it decide who does the work?

A: Each Polling Station Committee will consist of a Chairperson and seven members appointed by the Local Election Commission. They must not now hold appointed office or be seeking elective office and they must conform to the PEC eligibility standards of impartiality. A majority, that is at least five of the eight members, must be present at all times on Election Day. Art. 208, 209

46. Q: What provision is there for making sure political rallies and events held before Election Day are peaceable? Do the Rules and Regulations cover political parties and candidates?

A: Article 215 of the election law clearly prescribes the Campaign Rules for political parties, candidates and their sympathizers. Anyone sponsoring a meeting, rally, march or other event of *50 people or more* must notify the Local Election Commission and appropriate local police at least 24 hours in advance. Disruption of an event by other political parties or by local government authorities is strictly forbidden. Art. 215

47. Q: What happens if a political party or candidate violates the fair campaigning rules covered in Article 215?

A: Anyone, including a private citizen, has the right to lodge a complaint with the Election Appeals Sub-Commission of the PEC which can impose a fine to disqualify any individual or party candidate who breaks the Campaign Regulations set forth in Article 215.

48. Q: Will everyone vote on the same day – September 14?

A: No. Voters serving in the military or special police will vote on September 13, one day before the rest of us, at specially designated polling stations near their barracks. And refugees living outside BiH will vote by mail or in person two weeks earlier, August 25-September 3.

Art. 218, 219



IFES Voter Education Project  
for Bosnia and Herzegovina  
Completion Report

APPENDIX I 39

**OSCE:** Organizacija za sigurnost i suradnju u Europi obezbjeđuje pregled (nadzor) i podršku bosanskim izbornim zvaničnicima. OSCE-ovi izborni zvaničnici savjetuju predsjedavajućeg izbornog mjesta i obrazlažu politiku i proceduru.

**PIK:** Privremena izborna komisija je predvođena OSCE-ovim predstavnicima i sastavljena je od međunarodnih izbornih stručnjaka i predstavnika oba entiteta.

**Posmatrači:** Ozvaničeni posmatrači iz cijelog svijeta će osvjedočiti svaki aspekt glasanja i prebrojavanja glasačkih listića da bi osigurali da izbori u Bosni i Hercegovini budu slobodni i fer. Oni će zabilježiti svoja zapažanja i dostaviti svoja saznanja Izornoj posmatračkoj grupi i OSCE-u.

**PSC:** Osmočlani odbori glasačkog mjesta su administratori glasačkog procesa na svakom glasačkom mjestu. Predsjedavajući se brine da se sva pravila slijede i da se svaka nepravilnost u radu odmah ispravi. njegova odluka je konačna, ali je dužan da zabilježi vrijeme i okolnosti u slučaju neke rasprave ili nepravilnosti i da unese zabilješke o tome u glasačku knjigu.

**Stranački svjedoci:** vidi *Kontrolori*

Za dodatne informacije obratite se  
**International Foundation for Election Systems**  
Muhammeda S. Serdarevića 25 • Zenica • (072) 416 339

**National Democratic Institute for International Affairs**  
Matije Gupca 19 • Tuzla • (075) 239 266

**Dizajn: IFES Media Team**

u suradnji sa NDI, ABA, OSCE  
sponzorira USAID

Štampa: "Dom Štampa" dd Zenica

15 16 17 18 19 20 21 22 23 24 25

**Službenici za pregledanje dokumenata** — službenik koji radi na glasačkom mjestu i odlučuje da li je glasač kvalifikovan da primi glasački listić. Jedan zahtijeva važeći dokument za identifikaciju locira glasačevu ime na glasačkom spisku, ili prima glasačevu kopiju prijavnog obrasca broj I ili II. Drugi unosi glasačevu ime u glasačku knjigu.

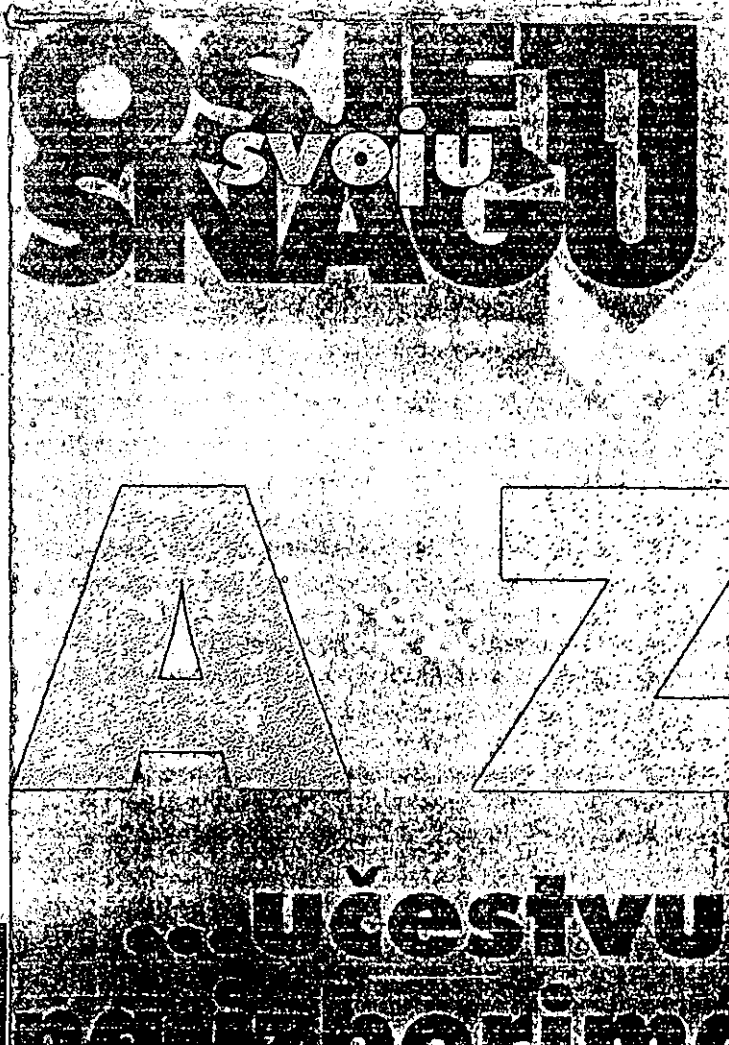
**Tajni glasački listić** — metod izbora koji osigurava privatnost pri glasanju.

**Ultraljubičasto svjetlo** — lampa koja se koristi na glasačkim mjestima da se provjeri postoji li trag nevidljive tinte, u cilju spriječavanja varanja na glasanju.

**Uništeni listić** — glasački listić upropašten zbog greške u štampanju ili glasačevog pogrešnog označavanja. Ako jedan glasač pogriješi više puta, predsjedavajući glasačkog odbora odlučuje koliko novih listića glasač može dobiti. Svaki uništeni listić mora se odvojiti postrani u posebnu zvaničnu kovertu.

**Važeća dokumentacija** — dokument izdan od strane vlade BiH ili bivše Jugoslavije.

**X** — pravilna oznaka koja se stavlja na glasački listić, i to u mali kvadratić koji se nalazi lijevo od imena kandidata, političke stranke ili koalicije za koje glasate. Molimo vas da vaš listić označite pažljivo, uredno i to samo sa znakom X.



# Unutar glasanja

## 6 koraka do glasanja

**K**ada uđete na glasačko mjesto da biste glasali prvi korak je da budete provjereni da niste već jednom glasali. Bićete zamoljeni da provučete svoju desnu ruku ispod ultraljubičastog svjetla da bi se ustanovilo da li se na njoj nalaze ostaci nevidljive tinte.

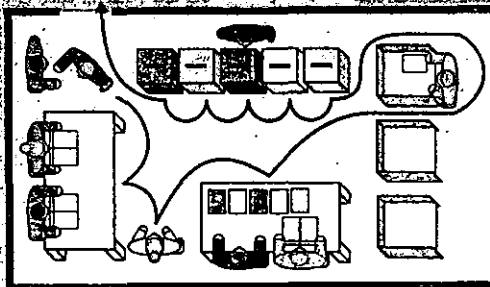
Potom ćete biti zamoljeni da pokažete važeće isprave koje će dokazati vaš identitet. Možete koristiti bilo koji od 10 važećih dokumenata prikazanih ovdje. Službenik za identifikaciju mora biti siguran da imate pravo glasati. Vaše ime mora biti na glasačkom spisku ili mu morate predočiti svoj primjerak prijavnih obrazaca broj I, II ili III.

Ako je sve u redu vaš desni kažiprst će biti označen nevidljivom tintom i dobićete svojih pet glasačkih listića da biste glasali. Službenik za glasačke listiće će vas uputiti do glasačkog stola koji je zaklonjen paravanom.

Budite sigurni da ste glasačke listiće označili jednim znakom x. Glasački listić možete ostaviti neoznačenim ukoliko ne želite glasati za neki od pet nivoa vlasti.

Ovi izbori se vrše tajnim glasačkim listićima pa ih trebate presaviti na pola prije nego napustite glasačku ložu. Nakon toga ubacite svaki glasački listić u glasačku kutiju označenu odgovarajućom bojom.

Ako glasate u odsustvu to morate uraditi na posebnom glasačkom mjestu određenom od strane lokalne izborne komisije u općini u kojoj trenutno živite. Također, ne zaboravite da morate pokazati vašu kopiju prijavnog obrasca (prijavni obrazac broj 1) prije nego dobjete glasački listić.



**A**ko imate problema ili pritužbi na glasačkom mjestu, zahtijevajte da vam predsjedavajući glasačkog mjestu pomogne u rješavanju problema. On ili ona su zaduženi da zabilježe sve probleme, uznemiravanja, posebne okolnosti i nepravilnosti u glasačku knjigu koja je zvanični zapisnik glasačkog odbora na dan glasanja. Zvanični posmatrači i kontrolori će biti tamo da bi posvjedočili o svim aktivnostima koje se budu dešavale u toku dana.

Vi imate apsolutno pravo na privatnost dok glasate, osim u slučaju kada trebate pomoć zbog fizičke nesposobnosti ili drugih nedostataka, u tom slučaju možete zatražiti pomoć prijatelja, člana porodice ili drugog glasača, da

# Dokumenti

## za identifikaciju

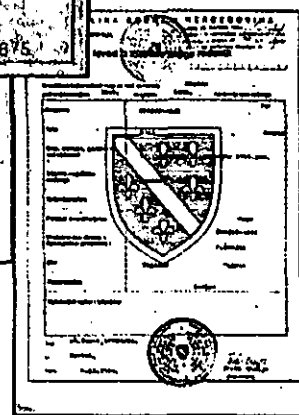
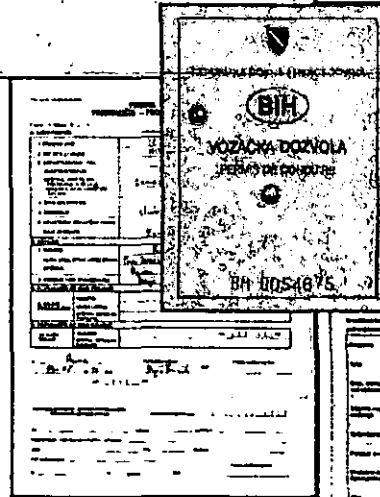
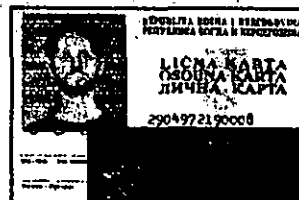
**D**a biste mogli glasati na dan izbora, morate dokazati svoj identitet. Budite spremni da pokažete važeću identifikaciju na biračkom mjestu.

Najbolji dokument za ovo je lična karta, zbog toga što posjeduje sve tri potrebne informacije koje službenik za pregledanje ličnih dokumenata može koristiti pri potvrđivanju vaše kvalifikovanosti da dobijete glasački listić: ime, datum rođenja i matični broj.

Ali pravila vam dozvoljavaju da umjesto lične karte predočite neke od slijedećih dokumenata: uvjerenje o državljanstvu, pasoš, rodni list, potvrda o mjestu prebivališta, vozačka dozvola, vojna knjižica, zdravstvena knjižica, uvjerenje o registraciji promjene imena.

Ako nemate nijedan od ovih dokumenata možete sastaviti izjavu. Napišite svoje ime, trenutnu adresu boravka, jedinstveni matični broj, ako ga znate, datum rođenja i ako je moguće adresu stanovanja iz 1991. godine.

Da biste dobili glasački listić vaše ime se mora nalaziti na glasačkoj listi ili morate priložiti prijavni obrazac broj I, II ili III.



vam pomognu u obilježavanju glasačkog listića. Bilo ko, ko vam narušava mir na glasačkom mjestu biće upućen da napusti glasačko mjesto.

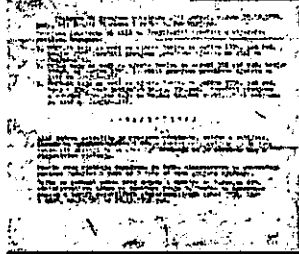
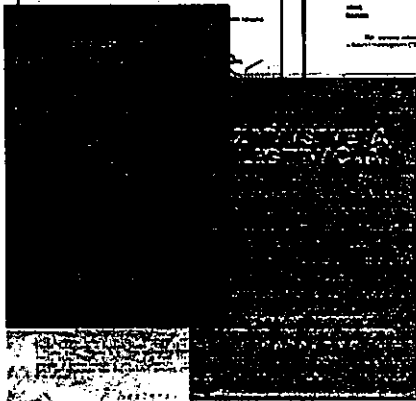
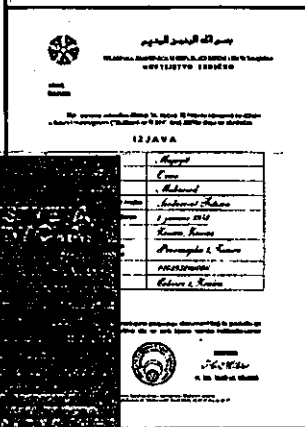
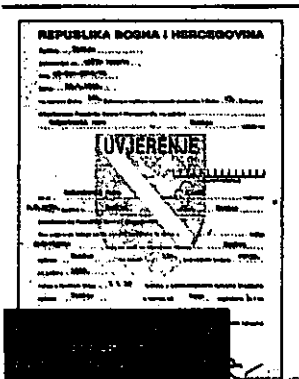
Alkohol, oružje ili materijal za predizbornu kampanju su zabranjeni unutar glasačkog mjestu, isto tako je zabranjeno održavati bilo kakve predizborne aktivnosti u krugu od 50m van glasačkog mjestu. Svaki građanin ima pravo da uloži žalbu kod izborne žalbene podkomisije PIK-a, koja može dovesti do novčane kazne ili diskvalifikacije bilo kojeg pojedinca ili političkog kandidata koji krše zakon.

# Prava i obaveze

za koje glasate

**V**rata glasačkog mjesta će zatvaraju u 19:00 i ako neko čeka u redu ispred vrata biće mu dozvoljeno da glasa.

Kada svi glasači odu, kontrolori, posmatrači i predstavnici stranaka gledaju kako predsjedavajući glasačkog mjesta pečati glasačku kutiju, unosi broj glasača i broj upropaštenih, nevažećih i neiskorištenih listića. Predsjedavajući i svjedoci potpisuju zbirne listove i druge obrasce a zatim otprate sav materijal u općinske centre za prebrojavanje, gdje se glasačke kutije i sav drugi materijal registruje i stavlja pod nadzor OSCE-ovih izbornih nadzornika i akreditovanih posmatrača da bi se spriječile manipulacije. Odbor općinskog centra za prebrojavanje pod nadzorom OSCE-ovih nadzornika, prebrojavaju listiće, bilježe ukupni broj glasova za svaku stranku, nezavisnog kandidata i svaku koaliciju. Svjedoci potpisuju zbirne listove.



Državno predsjedništvo je izabrano direktnim glasanjem to jest Bošnjak, Hrvat i Srbin koji dobiju najviše glasova će biti proglašeni za pobjednike. Pobjednici zakonodavnih izbora - za državni zastupnički dom, federalni zastupnički dom, kantonalna i općinska vijeća - će biti određeni sistemom

proporcionalnog zastupanja; to jeste, stranke i nezavisni kandidati će dobiti mjesta u ovim zakonodavnim tijelima zasnovanih na broju glasova koje su dobili u odnosu na totalni broj glasova priloženih na izboru.

Privremena izborna komisija je odgovorna za sumiranje završnih rezultata iz svih općina i oni će biti ti koji će obznaniti konačne rezultate. (pogledaj *Kalendar*)

**S**vaki glasački listić je različite boje i sadržava imena kandidata, političkih stranaka i koalicija među kojima ćete se vi odlučiti za predstavnika na svakom nivou vlasti. Raspodjela vlasti izgleda ovako:

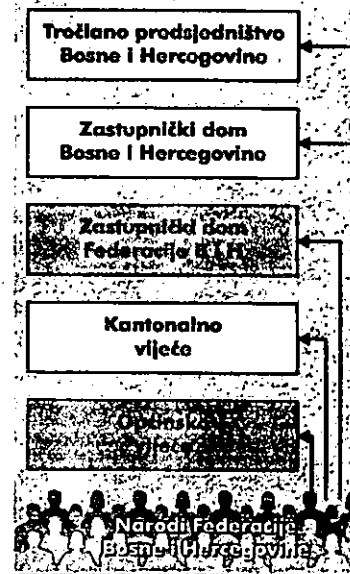
**Općinsko vijeće:** imenuje lokalne zvaničnike, bira gradonačelnika, nadzire lokalno obrazovanje, kulturu, turizam, trgovinu, radio i TV uključujući i vlast koju dijele s kantonom na tim područjima • nadzire dio policijskih snaga.

**Kantonalno vijeće:** nadgleda policiju, stambenu politiku, socijalna pitanja, javne usluge, urbanizam u sastavu ovlasti koje dijele s općinskim vijećem • bira kantonalne zvaničnike, bira predstavnike za Vijeće naroda Federacije, dijeli neka ovlaštenja sa federalnim Zastupničkim domom na području zaštite okoline, imigracije, ljudskih prava, itd.

**Zastupnički dom Federacije:** Federalno zakonodavno tijelo zaduženo je za: državljanstva, ekonomsku politiku, trgovinu i carine, finansije, energetiku • sa federalnim Narodnim vijećem biraju predsjednika Federacije.

**Državni zastupnički dom:** 42 člana doma narodnog dvodomnog zakonodavstva • dijele vlast sa 15 članova Narodnog vijeća za spoljnu politiku, trgovačke propise, propise o izbjegličkim utočistima i imigracionim pitanjima, krivični zakon, transport, komunikacije među entitetima, finansiranje vladinih operacija i obaveza

**Predsjedništvo BiH:** tročlano nacionalno izvršno tijelo sadržano od jednog Bošnjaka, jednog Hrvata, jednog Srbina, koji dijele odgovornosti za postavljanje Ministarskog vijeća i donošenja državne politike i državnih odluka.



Ne postoji precizna definicija "slobodnih i fer izbora", ali zato znamo šta nije "slobodno i fer": sprječavanje, glasača i da glasa, kršenje glasačevog prava na privatnost, manipulacije sa glasačkim materijalom ili suprotstavljanje volji naroda na bilo koji drugi način. Zbog toga su PIK, OSCE razvili glasački sistem sa mnogo sigurnosnih procedura usmjerenih na zaštitu vašeg prava na glasanje. Molimo vas glasajte u subotu 14. septembra.

- 26. august — okončavanje predizbornih kampanja
- 28. august — počinje glasanje izbjeglih lica
- 3. septembar — završava se glasanje izbjeglih lica
- 12. septembar — završava se izborna kampanja
- 13. septembar — glasanje vojnih lica i specijalne policije
- 14. septembar — glasanje (7.00 - 19.00)
- 16. septembar — počinje prebrojavanje glasova
- 17. - 25. septembar — završava se prebrojavanje glasova

**IFOR:** Mirovne implementacione snage će obezbjeđivati i nadgledati bezbjednost na izborima. Na poziv smiruju nemire na glasačkim mjestima. Pomažu pri skladištenju i isporuci izbornog materijala. Prevoze i sortiraju listiće za glasanje u odsustvu u Sarajevo i redistribuiraju ih u općinske centre za prebrojavanje.

**IPTF:** nadgledaju glasačka mjesta i rad osoblja lokalne policije i obezbjeđuju da se izborna pravila i propisi sprovode u okolini glasačkog mjesta, uključujući tu i zabranu predizbornih aktivnosti na dan izbora.

**LIK:** lokalne izborne komisije su zadužene za sprovođenje izbora u svakoj općini.

**Lokalna policija:** igra glavnu ulogu u održavanju reda i mira u okolini glasačkog mjesta, osiguravajući slobodu kretanja glasača i sprovođenje strogih zabrana protiv uznemiravanja i ometanja glasača van glasačkog mjesta. Na poziv predsjedavajućeg glasačkog odbora interveniraju i unutra.

**Kontrolori:** Svaka politička stranka i nezavisni kandidat ima pravo na jednog svjedoka na glasačkim mjestima i centrima za prebrojavanje glasova. Kontrolori mogu skrenuti pažnju predsjedavajućeg glasačkog odbora na nepravilnosti i zabilježiti ta posmatranja, ali se ni u kom slučaju ne smiju miješati u glasačevo pravo na privatnost.

August 23 24 25 26 27 28 29 30 31 Septembar 1 2 3 4 5 6 7 8 9 10 11 12

**Glasačka knjiga** — zvanični zapisnik glasačkih podataka na glasačkim mjestima, uključujući i glasače kojima je odbijeno pravo da glasaju, objašnjenja bilo kakvih izuzeća, problema, uznemiravanja ili specijalnih okolnosti.

**Glasačka lista** — dokument zasnovan na popisu iz 1991 na kojem se nalaze imena građani koji su ovlašteni da dobiju glasački listić na mjestima glasanja na dan glasanja.

**Glasačke kutije** — su pet kutija za sakupljanje glasova i nalaze se na svakom glasačkom mjestu. Označeni su istim bojama kao i odgovarajući glasački listići, zapečaćeni su u prisustvu zvaničnih kontrolora, a po završetku izbornog dana biće prenesene u općinske centre za prebrojavanje glasova od strane izbornih zvaničnika.

**Izdavač glasačkih listića** — Službenik na glasačkom mjestu koji trga po 5 glasačkih listića sa bloka i predaje ih glasaču. (nekoliko općina ne glasa za općinska vijeća na ovim izborima i dobiće samo 4 listića.)

**Koalicije** — savez političkih stranaka povezani zajedničkim političkim pogledima i odlučnih da se ujedine i učestvuju na izborima kao blok ili savez, radije nego odvojene političke stranke.

**Nevidljiva tinta** — supstanca koja se nanosi na kožu, nevidljiva za ljudsko oko osim pod ultraljubičastim svjetlom. Često se koristi na izborima da bi se spriječilo da

ljudi glasaju više puta.

**Nezavisni kandidati** — Politička ličnost koja se kandiduje na izborima bez veza ili bilo kakvih zavisnih odnosa sa političkim strankama.

**Politička stranka** — grupa političkih aktivista vezanih zajedničkom političkom ideologijom, koja se radije natječe na izborima kao lista nego kao nezavisni kandidati.

**Prijavni obrazac broj I, II i III** — prijavni papiri popunjeni od strane 370.000 građana čija se imena nisu nalazila na privremenom glasačkom spisku ( bilo da je u pitanju greška, bilo zbog toga što nisu ubrojani na popisu iz 1991 godine) ili onih koji su željeli da promjene glasački status, ime, mjesto prebivanja ili mjesto glasanja. Glasačeva kopija ovog obrasca može se koristiti da bi dokazao da je ovlašten da dobije glasački listić. Glasači u odsustvu moraju priložiti formular br. I ili im se u suprotnom na glasačkom mjestu neće dati glasački listić.

**Promatrač glasačke kutije** — je službenik na glasačkom mjestu koji je zadužen za posmatranje glasačke kutije da bi se spriječile manipulacije. Ukazuje glasaču da listić odgovarajuće boje presavije i stavi u kutiju iste boje.

**Proporcionalno predstavništvo** — metod prebrojavanja glasova da bi se osiguralo manjinskim strankama predstavništvo u vladi.

ne smiju miješati u glasačevo pravo na privatnost.

**OSCE:** Organizacija za sigurnost i suradnju u Europi obezbjeđuje pregled (nadzor) i podršku bosanskim izbornim dužnosnicima. OSCE-ovi izborni dužnosnici savjetuju predsjedavajućeg izbornog mjesta i obrazlažu politiku i proceduru.

**PIK:** Privremena izborna komisija je predvođena OSCE-ovim predstavnicima i sastavljena je od međunarodnih izbornih stručnjaka i predstavnika oba entiteta.

**Promatrači:** Ozvaničeni promatrači iz cijelog svijeta će osvjedočiti svaki aspekt glasanja i prebrojavanja glasačkih listića da bi osigurali da izbori u Bosni i Hercegovini budu slobodni i fer. Oni će zabilježiti svoja zapažanja i dostaviti svoja saznanja Izornoj promatračkoj grupi i OSCE-u.

**PSC:** Osmočlani odbori glasačkog mjesta su administratori glasačkog procesa na svakom glasačkom mjestu. Predsjedavajući se brine da se sva pravila slijede i da se svaka nepravilnost u radu odmah ispravi. Njegova odluka je konačna, ali je dužan da zabilježi vrijeme i okolnosti u slučaju neke rasprave ili nepravilnosti i da unese zabilješke o tome u glasačku knjigu.

**Stranački svjedoci:** vidi *Kontrolori*

Za dodatne informacije obratite se  
**International Foundation for Election Systems**  
Muhammeda S. Serdarevića 25 • Zenica • (072) 416 339

**National Democratic Institute for International Affairs**  
Matije Gupca 19 • Tuzla • (075) 239 266

**Dizajn: IFES Media Team**

u suradnji sa NDI, ABA, OSCE  
sponzorira USAID

Tisak: "Dom štampa" od Zenica

14 15 16 17 18 19 20 21 22 23 24 25

**Službenici za pregledanje dokumenata** — službenik koji radi na glasačkom mjestu i odlučuje da li je glasač kvalificiran da primi glasački listić. Jedan zahtijeva važeći dokument za identifikaciju, locira glasačevo ime na glasačkom spisku, ili prima glasačevu kopiju prijavnog obrasca broj I ili II. Drugi unosi glasačevo ime u glasačku knjigu.  
**Tajni glasački listić** — metod izbora koji osigurava privatnost pri glasovanju.

**Uništeni listić** — glasački listić upropašten zbog greške u tiskanju ili glasačevog pogrešnog označavanja. Ako jedan glasač pogriješi više puta, predsjedavajući glasačkog odbora odlučuje koliko novih listića glasač može dobiti. Svaki uništeni listić mora se odvojiti po strani u posebnu zvaničnu kovertu.

**Ultraulubičasto svjetlo** — lampa koja se koristi na glasačkim mjestima da se provjeri postoji li trag nevidljive tinte, u cilju spriječavanja varanja na glasovanju.

**Važeća dokumentacija** — dokument izdan od strane vlade BiH ili bivše Jugoslavije.

**X** — pravilna oznaka koja se stavlja na glasački listić, i to u mali kvadratić koji se nalazi lijevo od imena kandidata, političke stranke ili koalicije za koje glasujete. Molimo vas da vaš listić označite pažljivo, uredno i to samo sa znakom X.

**SRPSKI  
SVOJIM  
GLASOVIMA**

**NA  
VAŠEM  
MJESTU**

**UČESTVU  
VAŠIM  
GLASOVIMA**

# Unutar glasovanja

## 6 koraka do glasovanja

**K**ada uđete na glasačko mjesto da biste glasovali prvi korak je da budete provjereni da niste već jednom glasovali. Bit ćete zamoljeni da provučete svoju desnu ruku ispod ultraljubičastog svjetla da bi se ustanovilo da li se na njoj nalaze ostaci nevidljive tinte.

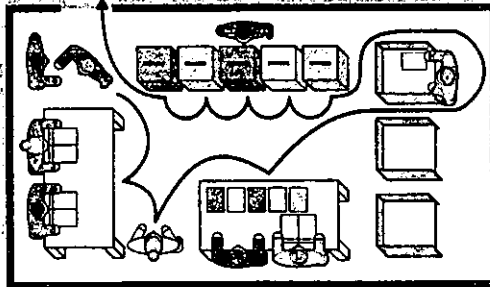
Potom ćete biti zamoljeni da pokažete važeće isprave koje će dokazati vaš identitet. Možete koristiti bilo koji od 10 važećih dokumenata prikazanih ovdje. Službenik za identifikaciju mora biti siguran da imate pravo glasovati. Vaše ime mora biti na glasačkom spisku ili mu morate predložiti svoj primjerak registracijskih obrazaca broj I, II ili III.

Ako je sve u redu vaš desni kažiprst će biti označen nevidljivom tintom i dobit ćete svojih pet glasačkih listića da biste glasovali. Službenik za glasačke listiće će vas uputiti do glasačkog stola koji je zaklonjen paravanom.

Budite sigurni da ste glasačke listiće označili jednim znakom x. Glasački listić možete ostaviti neoznačenim ukoliko ne želite glasovati za neki od pet nivoa vlasti.

Ovi izbori se vrše tajnim glasačkim listićima pa ih trebate presaviti na pola prije nego napustite glasačku ložu. Nakon toga ubacite svaki glasački listić u glasačku kutiju označenu odgovarajućom bojom.

Ako glasujete u odsustvu to morate uraditi na posebnom glasačkom mjestu određenom od strane lokalne izborne komisije u općini u kojoj trenutno živite. Također, ne zaboravite da morate pokazati vašu kopiju prijavnog obrasca (prijavni obrazac broj 1) prije nego dobjete glasački listić.



**A**ko imate problema ili pritužbi na glasačkom mjestu, zahtijevajte da vam predsjedavajući glasačkog mjesta pomogne u rješavanju problema. On ili ona su zaduženi da zabilježe sve probleme, uznemiravanja, posebne okolnosti i nepravilnosti u glasačku knjigu koja je zvanični zapisnik glasačkog odbora na dan glasovanja. Zvanični promatrači i kontrolori će biti tamo da bi posvjedočili o svim aktivnostima koje se budu događale u toku dana.

Vi imate apsolutno pravo na privatnost dok glasujete, osim u slučaju kada trebate pomoć zbog fizičke nesposobnosti ili drugih nedostataka, u tom slučaju možete zatražiti pomoć prijatelja, člana porodice ili drugog glasača, da

# Dokumenti

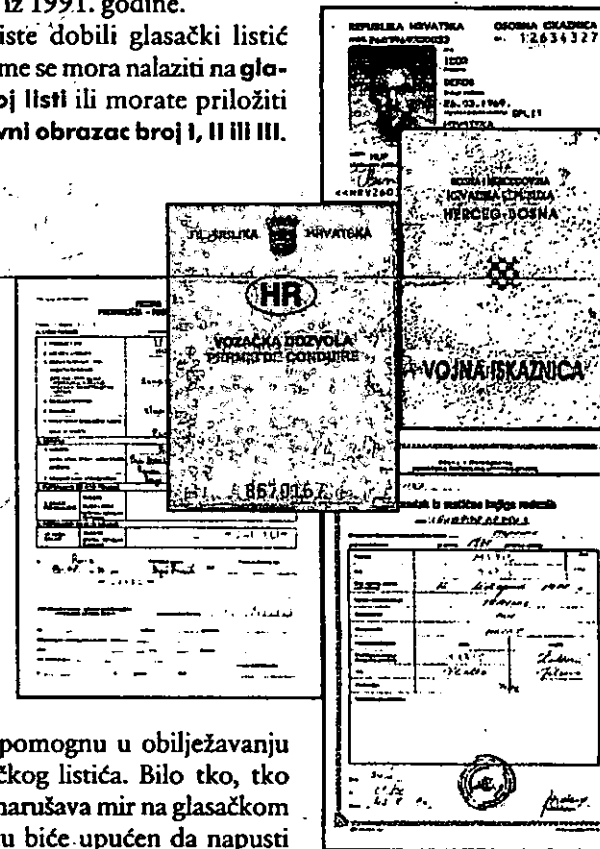
## za identifikaciju

**D**a biste mogli glasovati na dan izbora, morate dokazati svoj identitet. Budite spremni da pokažete važeću identifikaciju na biračkom mjestu.

Najbolji dokument za ovo je osobna karta, zbog toga što posjeduje sve tri potrebne informacije koje službenik za pregledanje osobnih dokumenata može koristiti pri potvrđivanju vaše kvalificiranosti da dobijete glasački listić: ime, datum rođenja i matični broj.

Ali pravila vam dozvoljavaju da umjesto osobne karte predložite neke od slijedećih dokumenata: uvjerenje o državljanstvu, putovnica, rodni list, potvrda o mjestu prebivališta, vozačka dozvola, vojna iskaznica, zdravstvena iskaznica, uvjerenje o registraciji promjene imena. Ako nemate nijedan od ovih dokumenata možete sastaviti izjavu. Napišite svoje ime, trenutnu adresu boravka, jedinstveni matični broj, ako ga znate, datum rođenja i ako je moguće adresu stanovanja iz 1991. godine.

Da biste dobili glasački listić vaše ime se mora nalaziti na glasačkoj listi ili morate priložiti prijavni obrazac broj I, II ili III.



vam pomognu u obilježavanju glasačkog listića. Bilo tko, tko vam narušava mir na glasačkom mjestu biće upućen da napusti glasačko mjesto.

Alkohol, oružje ili materijal za predizbornoj kampanju su zabranjeni unutar glasačkog mjesta, isto tako je zabranjeno održavati bilo kakve predizborne aktivnosti u krugu od 50m van glasačkog mjesta. Svaki građanin ima pravo podnijeti žalbu kod izborne žalbene podkomisije PIK-a, koja može dovesti do novčane kazne ili diskvalifikacije bilo kojeg pojedinca ili političkog kandidata koji krše zakon.

# Prava i obaveze





- 26. kolovoz — okončavanje predizbornih kampanja
- 28. kolovoz — počinje glasovanje izbjeglih lica
- 3. rujan — završava se glasovanje izbjeglih lica
- 12. rujan — završava se izborna kampanja
- 13. rujan — glasovanje vojnih lica i specijalne policije
- 14. rujan — glasovanje (7.00 - 19.00)
- 16. rujan — počinje prebrojavanje glasova
- 17. - 25. rujan — završava se prebrojavanje glasova

**IFOR:** mirovne provedbene snage će osiguravati i nadgledati sigurnost na izborima. Na poziv smiruju nemire na glasačkim mjestima.

Pomažu pri skladištenju i isporuci izbornog materijala. Prevoze i sortiraju listiće za glasanje u odsustvu u Sarajevu i redistribuiraju ih u općinske centre za prebrojavanje.

**IPTF:** (internacionalna policija) nadgledaju glasačka mjesta i rad osoblja lokalne policije i osiguravaju da se izborna pravila i propisi sprovedu u okolini glasačkog mjesta, uključujući tu i zabranu predizbornih aktivnosti na dan izbora.

**LIK:** lokalne izborne komisije su zadužene za sprovođenje izbora u svakoj općini.

**Lokalna policija:** igra glavnu ulogu u održavanju reda i mira u okolini glasačkog mjesta, osiguravajući slobodu kretanja glasača i sprovođenje strogih zabrana protiv uznemiravanja i ometanja glasača van glasačkog mjesta. Na poziv predsjedavajućeg glasačkog odbora interveniraju i unutra.

**Kontrolori:** Svaka politička stranka i nezavisni kandidat ima pravo na jednog svjedoka na glasačkim mjestima i centrima za prebrojavanje glasova. Kontrolori mogu skrenuti pažnju predsjedavajućeg glasačkog odbora na nepravilnosti i zabilježiti ta promatranja, ali se ni u kom slučaju



**Glasačka knjiga** — zvanični zapisnik glasačkih podataka na glasačkim mjestima, uključujući i glasače kojima je odbijeno pravo da glasuju, objašnjenja bilo kakvih izuzeća, problema, uznemiravanja ili specijalnih okolnosti.

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**Glasačka lista** — dokument zasnovan na popisu iz 1991. na kojem se nalaze imena građana koji su ovlašteni da dobiju glasački listić na mjestima glasanja na dan glasanja.

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**Koalicije** — savez političkih stranaka povezanih zajedničkim političkim pogledima i odlučnih da se ujedine i učestvuju na izborima kao blok ili savez, radije nego odvojene političke stranke.

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**Nevidljiva tinta** — supstanca koja se nanosi na kožu, nevidljiva za ljudsko oko osim pod ultraljubičastim svjetlom. Često se koristi na izborima da bi se spriječilo da ljudi glasuju više puta.

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**Proporcionalno predstavništvo** — metod prebrojavanja glasova da bi se osiguralo manjinskim strankama predstavništvo u vladi.

to privacy.

**Observers:** Accredited observers from around the world will witness every aspect of voting and counting of ballots to ensure the BiH elections are free and fair. They will record their observations and communicate their findings to the Election Monitoring Group of PEC and OSCE.

**OSCE:** Organization for Security and Cooperation in Europe provides oversight and support to Bosnian election officials. OSCE Election Supervisors advise PSC Chairpersons and clarify policy and procedures.

**PEC:** Provisional Election Commission is headed by an OSCE representative and composed of international election experts and representatives of both Entities. It is responsible for creating the electoral rules and procedures.

**PSC:** Eight-member Polling Station Committees administer voting process in each polling station. Chairman responsible for making certain all rules are followed and any irregularity corrected immediately. His decisions are final; however, he is required to record time and circumstances of any dispute or irregularity in the Poll Book.

**Party agents:** See MONITOR, above.

for more information:

**International Foundation for Election Systems**  
Muhameda S. Serdarevica 25 • Zenica • (071) 416 339

**National Democratic Institute for Int'l Affairs**  
Matije Gupca 19 • Tuzla • (075) 239 266

**Designed by: IFES Media Team**

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**SECRET BALLOT** - method of elections that insures privacy in voting

**SPOILED BALLOT** - a voting paper invalidated because of faulty printing or voter mismarking. If the latter, PSC Chairman decides how many times a voter may receive additional fresh ballot papers if an error is repeated. Every spoiled ballot must be put aside in an official envelope.

**ULTRAVIOLET LIGHT** - a lamp used at polling stations to check for signs of invisible ink in order to prevent voting fraud.

**VALID IDENTIFICATION** - a document issued by the government of BiH or the former Yugoslavia.

**VOTER LIST** - a document based on the Census of 1991 listing citizens eligible to receive ballots at the polling stations on Election Day.

**X** - the proper mark to make on the ballot in the box to the left of the candidate, political party or coalition name for which you are voting. Please take care to mark your ballots carefully, neatly and with a *single* X mark only.

**OSCE**  
**SRNA**

**AZ**

**...Učestvu**  
**na izborima**

# Inside voting

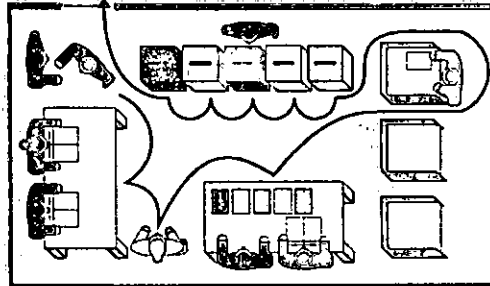
## Six Steps to Voting

When you enter the polling station, you will be checked to make sure you have not already voted. You will be asked to pass your hand under ultraviolet light to see if there is any telltale sign of invisible ink on your right hand.

Then you will be asked for valid **Identification** to prove you are you. The **ID Officer** will make sure you are eligible to vote by locating your name on the **Voter List** ... or asking for your copy of **Registration Application Form I, II or III**.

If all is in order, you will have your right index finger marked with invisible ink and receive your ballot papers. You will be directed to a voting table screened from public view. Please be sure to mark each ballot carefully with a single **X** mark. You may leave a ballot paper unmarked if you do not wish to vote for that level of government. The election is by **secret ballot** so fold your colored ballot papers in half before leaving the voting booth and deposit each in the **ballot box** of the corresponding color.

If you are voting by absentee ballot you must do so at a special polling place designated by the LEC in the municipality where you are now living. Also, remember you must produce your copy of Registration Application Form No. 1 in order to receive a ballot.



If you have a problem or complaint at the polling station, ask that the

**Chairman of the Polling Station Committee** assist you or settle a dispute. He or she is required to note all problems, disturbances, special circumstances and irregularities in the **Pebl Book**, which is the official record of the polling station on Election Day. Official **monitors** and **observers** will also be there to witness all activities throughout the day.

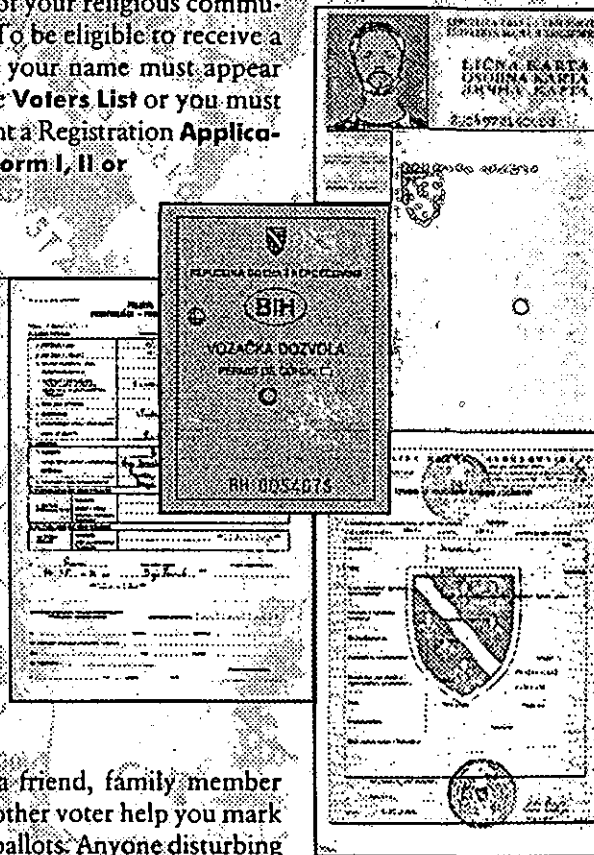
You have an absolute right to privacy when you vote unless you need assistance because of a physical infirmity or other deficiency, in which case you may ask to

# Documents

## Identification and Eligibility

In order to vote on Election Day you must prove your identity. Be prepared to present a **valid identification** paper at the polling station. The best document to use is an **ID card** because it has all three types of information an **ID Officer** can use to confirm your eligibility to receive a ballot: name, date of birth, and identity number. However, regulations permit you to present a different document to prove your identity: citizenship certificate, passport, birth certificate, residency certificate, drivers license, military booklet, health booklet, or change-of-name certificate.

If you have none of these documents you may prepare a **Statutory Declaration**. List your name, current address, date of birth, identity number if you know what it is, and, if possible, your address at the time of the 1991 census. The declaration should be witnessed by a magistrate, municipal official or the head of your religious community. To be eligible to receive a ballot your name must appear on the **Voters List** or you must present a **Registration Application Form I, II or III**.



have a friend, family member or another voter help you mark your ballots. Anyone disturbing the peace at the polling station will be directed to leave. No alcohol, weapons, or campaign materials are allowed inside the polling station, nor any campaign activity within 50 meters outside. Every citizen has the right to lodge a complaint with the **PEC's Election Appeals Sub-Commission**, which can impose a fine or disqualify any individual or party candidate who breaks the law.

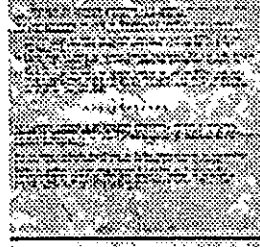
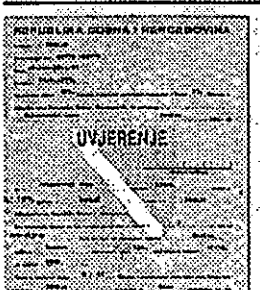
# Rights and obligations

# Counting the votes

# 5 levels of Government

Polling Station doors close at 19:00; however, any voters waiting in line will be permitted to vote.

When all voters have left the polling station, monitors, observers and party agents watch as the Polling Station Chairman seals the ballot boxes, tallies the number of declined, unused and spoiled ballots. Chairman and witnesses sign official tallies and escort all materials to municipal counting center. Ballot boxes and other materials are registered and put under surveillance by OSCE and accredited observers to prevent tampering. The Municipal Counting Center Committee, under supervision of OSCE Election Supervisors, counts the ballots, records the vote totals for each political party, independent candidate and coalition. Witnesses sign the tally sheets.



Witnesses sign the tally sheets.

Election to the tripartite National Presidency is determined by direct vote, that is, the Bosniak, Croat and Serb candidate with

the most votes will be declared the winners. Winners of the legislative elections - for the national House of Representatives, federation House of Representatives, Canton assemblies and Municipal assemblies - will be determined by a system of proportional representation;

that is, parties and independent candidates will receive seats in these legislative bodies based on the number of votes they receive in relation to the total number of votes cast. The Provisional Election Commission is responsible for totaling the results from each municipality and will announce the final results (see Time Line).

## For which you are going to vote

Each ballot is a different color and lists all the independent candidates, political parties and coalitions you will choose among for each level of government. The division of power is as follows:

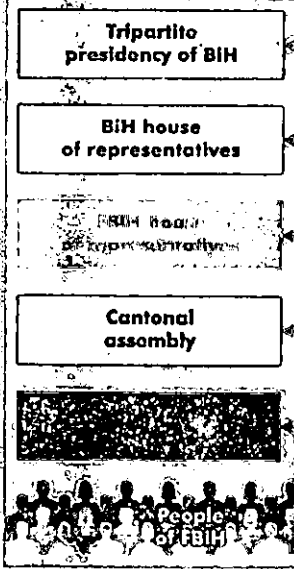
**MUNICIPAL ASSEMBLY:** appoints local officials • elects mayor • oversees local aspects of education, culture, tourism, commerce, and radio and TV on a shared authority basis with canton • has some local police powers.

**CANTON ASSEMBLY:** selects canton officials • oversees policing, housing, social welfare, public services and land use in addition to those matters shared with municipal assembly, above • elects representatives to federation House of the People • shares some authority for environmental policy, immigration and human rights with FBiH House of Representatives.

**FBiH HOUSE OF REPRESENTATIVES:** federation legislative body responsible for economic policy, commerce and customs, citizenship, finance, energy • together with federation House of People it elects federation President.

**BiH HOUSE OF REPRESENTATIVES:** 42-member directly elected chamber of national bi-cameral legislature • shares authority with 15-member national House of Peoples, which is elected by cantonal assemblies, on matters of foreign trade, criminal law, regulations on asylum, refugees and immigration, inter-Entity transport and communications, and financing of government operations and obligations.

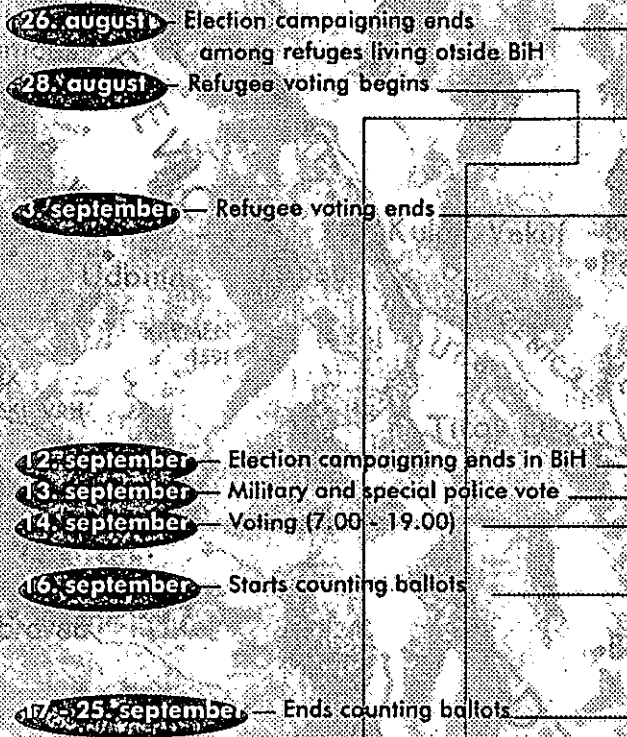
**PRESIDENCY OF BiH:** tripartite national executive consisting of one Bosniak, one Croat, and one Serb sharing responsibility for carrying out national policies and decisions • appoints Council of Ministers.



There is no precise definition of "free and fair election" but we know what is *not* free or fair: preventing an eligible voter from voting, violating a voter's right to privacy, tampering with ballot materials or otherwise defeating the will of the people. That is why the PEC and OSCE have developed a voting system with many procedural safeguards aimed at protecting your right to choose. So please vote on Saturday, September 14.

# Calendar

# Who's who



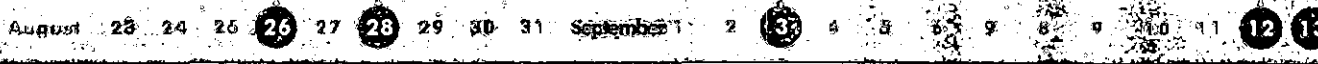
**IFOR:** Peace Implementation Force provides overall security for elections. On call to settle disturbances at polling stations. Assists in storage and shipment of election materials. Transports and sorts absentee ballots in Sarajevo and redistributes to municipal counting centers.

**IPTF:** International Police Task Force monitors polling stations and conduct of local police personnel, ensures electoral rules and regulations are followed in vicinity of polling stations, including prohibition against political campaigning on Election Day.

**LEC:** Local Election Commissions are responsible for conducting the elections in each municipality. Select Polling Stations and appoint PSCs.

**Local police:** Has primary responsibility for maintaining peace and order in vicinity of polling stations, ensuring freedom of movement of voters and enforcing strict prohibitions against intimidation or harassment of voters outside polling stations. On call to PSC Chairmen inside.

**Monitors:** Every political party and independent candidate has the right to have one accredited witness at voting and counting stations. Monitors may bring irregularities to attention of PSC Chairmen and record observations but they may not interfere with a voter's right



**Application Forms I, II, III** - registration papers filed by 370,000 citizens whose names were missing from the Provisional Voter's List (either in error or because they were not counted in the 1991 census) or who wished to change voting status, name, residence or voting location. A voter's copy of one of these forms may be used to prove eligibility to receive a ballot and vote. Absentee voters *must* produce Form I or they will not be given a ballot at the polling station.

**Ballot Issuer** - polling station official who tears ballot papers from stub and gives the voter five ballot papers. (A few municipalities are not voting for municipal assemblies in this election and will only receive four ballots.)

**BALLOT BOXES** - five containers for collection of votes at each polling station. Marked with colors of corresponding paper ballots, sealed in presence of official monitors, transported after voting to municipal counting centers by elections officers.

**BALLOT BOX CONTROLLER** - polling station official who maintains clear view of ballot boxes to prevent tampering. Instructs voter on matching colors when depositing folded ballot papers into proper boxes.

**COALITION** - a group of political parties linked by com-

mon political objectives and choosing to unite and contest an election as a bloc rather than as separate parties.

**ID OFFICERS** - polling station officials who determine if a voter is qualified to receive a ballot. One requests valid identity document and locates the voter's name on the Voter's List or accepts voter's copy of Application Form I or Form II. Another enters the voter's name in the Poll Book.

**INDEPENDENT CANDIDATE** - a political figure who is running for election without ties to or dependence upon a political party.

**INVISIBLE INK** - a substance applied to the skin which cannot be seen by the human eye except under ultraviolet light. It is often used in elections to prevent people from voting more than once.

**POLITICAL PARTY** - a group of political activists linked by common political ideology and contesting an election as a list rather than as independent candidates.

**POLL BOOK** - official record of voter data at each polling station, including any voters denied right to vote, explanations of any exceptions, problems, disturbances or special circumstances.

**PROPORTIONAL REPRESENTATION** - a method of counting votes to ensure minority party representation in a government.

# Glossary

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APPENDIX J

List of Local NGOs

**CULTURAL CLUBS AND CITIZENS SOCIETIES  
ZENICA, BiH**

<i>Name</i>	<i>Address/City</i>	<i>Phone</i>	<i>Contact</i>	<i>Type</i>
NPA Women's Center	Zenica	38-781	Vahida Kikic	Women
UMCOR - Youth House	Zenica	24-223	Rankica Prosic - Juric	Youth
Association of Mixed Marriages	Zenica	24-133 417-270	Sanja Kesko	Ethnic
Society of Muscular Distrophy	Kranja Tvrtka 13 Zenica			Health
Ecological Society "ZEKO"	Zenica			Environ.
Association of Mountains Climbers "GROJICAR"			Paulin Misboric Zeljka Dobric	Sport
Society of Medical Workers				Health
Chess Club "NAPREDAK"				Sport
Society for Muscular Distrophy	Molonsrica 9 A			Health
Society of Inventors	Taroboge 15			IG
Association "EN-NUR"				
Actors Club "SIRIGNS"	Zenica			Art
Citizen's Society for Regional Artisans				Art
Society for Independent Businessmen	Zenica			Business
Society of Information Technology "Alpha-Bit"	Zenica			Techno
Slovenian Society	Stara, Lincereros Zenica			Ethnic
Society of Hercegovianians in Zenica				DP
Society of Women "Nas Most"				Women
Association of Gypsies				Ethnic
Society of Economic Managers				Business
International Folklore Club				Art
Society of Slovenians on Zenica	Sejmenska 17 A	22-821	Mihacevic Ljiljana, Derling Alojzij	Ethnic/DP
Society of Refugees from Macedonia "ILINDEN"			Zelenkov Risto	DP
Society of Single Mothers in Zenica	Sestica put 6	25-895 31-392	Sehovic Ajka Mesic Emina	
Society of Muslim Momen "SUMEJA"	Sarajevska 35	21-808	Handukic Iseta	Women
Society of Muscular Distrophy	Oktobarske revolucije 13	37-057	Fahrudin Smajic	Health
Society of Mixed Marriages	Bul.Kralja Tvrtka 1	24-133	Kesko Sonja	Ethnic
Multimedia Mobile Center "VIHOR"	Visoko	071/732- 732	Mirza Trbonja	Media
Society for Children's Rights "OUR CHILDREN"	Dr.Adolfa Goldberga 3	412-246	Cordalija Aida	Youth
Association of Croats and Bosniaks of Middle Bosnia	Arnije RBiH 15	35-618	Milan Bagaric	Ethnic

**CULTUAL CLUBS AND CITIZEN SOCIETIES  
ZENICA, BiH**

<b>NAME</b>	<b>ADDRESS/CITY</b>	<b>PHONE</b>	<b>CONTACT</b>	<b>TYPE*</b>
HUG - "Sezam"	Zenica	412-299	Larina Kasumagic	
NASA Djeca	Zenica	412-146	Bogdan Kolar	
Support Center	Zenica	21-782 35-126	Dr. Alma Zildjic-Begicevic	Hum.
"Lotus"	Zenica	22-454 21-023/4	Alsa Hadjihaliovic	
W.I.A. "Bosniaka"	Zenica	37-022	Sida Jasarspahic	
"Ruhama"	Zenica	418-865	Hatidja & Salem Rudic	
"Jetim"	Zenica	37-833	Izeta Bjedic	
NPA Wormen's Center	Zenica	38-781	Vahida Kikic	Women
UMCOR - Youth House	Zenica	24-223	Rankica Prosic-Juric	Youth
Karate Club "Mladost"	Zenica	417-727	Amic Kundalsic	Sport
Association of Mixed Marriages	Zenica	24-133 417-270	Sanja Kesko	Ethnic
Association of Amputees	Zenica	31-675	Fadil Smajic	Health
"Let's Make Children's Drams Happen"	Konjic	088-726-118	Biljana Handzo	Youth
Institute of Mental Health	Pazaric	71-898-638	Danido Sladoje	Health
"Laban" Dancing Club	Stari Vitez	710-803	Sedjad Masic	Sport



"Uzok"	Kakanj	750-198	Manerva Zecevic	
"Starivitezanke"	Stari Vitez	--	Dr. Suada Murminovic	
"Sreca Dject"	Kakanj	752-304	Majra Kulovic	
Multimedia Mobile Center "VIHOR"	Viseko	071-732-732	Mirza Trbonja	Media
"Krajinska Suza"	Sanski Most	079-86-633	Almira Selionovic	
"Nasa Dječa"	Zavidovici	874-205	Suada Petkovic	
AICF - USA	Bugojno	070-81-043	Sabahodio Hadzialic	
Islamic Center for Aid for People in BiH	Kudukivida, br. 8	411-187	Karalid Nahmut	Hum.
Humanitarian Association of Bosniaks "Merhamet"	Talida, brdo	419-094	Sabid Muhamed	Hum.
Society for Children's Rights "Our Children"	Dr. Adolfa Goldberga br 3	412-246	Cordalija Aida	Youth
Croat's Catholoic Society	Masarikova, br 44	26-398		Religious
Association of Croats and Bosniaks of Middle Bosnia	Armija R BiH br.15	35-618	Milan Bagaric	Ethnic
Association for Social Problems	Uzunovica put br.1	38-892	Cluhid Hussin	Health
Serbs Charity Association	Travinicka cesta br.2	27-076	Drincid Miroslav	Ethnic

"Medica' Women's Association	Mokusnica br.10	37-104	Zvizdic Memnuna	Health
"Caritas"	29 November br.26	412-392	Fra. Stejapan Radic	Hum.
Society for Muscular Distrophy	Oktobarska revolucije 13	37-057	Fahrudin Smjic	Health
Society of Citizens from East Bosnia	Kulina bana br.9	22-016	Zuko Nusret	Regional/DP
Society of Citizens from Derventa	Kulina bana br.9	--	Muratovic Senad	Regional/DP
Society of Refugees from Saraj				DP
Society of Refugees from Kotorsko	I Zenicke brigade 9-D	26-406	Hajrid Husein	DP
Society of Refugees from Sipovo	Sandzacka	412-560	Ganibegivic Nezir	DP
Society of Mized Marriages	Bul. Kralja Turtka 1	24-133	Kesko Sonja	Ethnic
Red Cross & Crescent (Municipal Org)	Zmaj od Bosne 40	24-905	Safet Zildzic	Health
Association of Injured Workmen	Uzunovida put br.1	23-684	Tolic Mirpslav	Health
Society of Refugees from Banja Luka	Dzmalja Bjedica, br.56		Remsija Smailagic	DP

Society of Croat Former Political Prisoners	Stjepana Radica br.1 Hrvatski dom Zxralj Tomislav		Nikola Ivanivic	Ethnic
Society of Muslim Citizens "Kevser"	Nurije Pozderca br.2	414-790	Avdic Sadika	Ethnic
Society of Retired Citizens	Uzunovida put br.1	320003 32-015	Mujo Sunje	
Society of Slovenians on Zenica	Sejmenska br. 17-A	22-821	Mihacevic Ljilijana, Derling Alojzij	Ethnic/DP
Society of Refugees from Jajce	Sarajevska br.81-A	30-401	Labud Bubic	DP
Society of Blood Donors	Sarajevska br.89		Mahmid Hussein	Health
Society of Refugees from Macedonia "Ilinden"			Zelenkov Risto	DP
Society of Single Mothers in Zenica	Sestida put br.6	25-895, 31- 392	Sehovic Ajka, Mesic Emina	
Red Cross and Crescent "Sipovo"	Sandzacka	412-560	Velid Muharem	Health
Red Cross and Crescent from Mrkonjic Grad	Sandzacka		Nexir Zekan, Vahid Gacic	Health
Society of Refugees from "16 April"	M. Tarabara		Ahmid Zahid	DP
Society of Muslim Women "Sumeja"	Sarajevska br.35	21-808	Handukic Iseta	Women

Society of Herzegovinians in Zenica				DP
Society of War Refugees from: Jetim, Dobo, Tesanj, Maglaj, and Teslic	Armje BiH, br.8-B	37-833	Kikic Izeta	DP
Society of War Refugees from: Boraca and Jajce			Hasic Muharem	DP
Society of War Families			Trako Nesir	Hum.
Society of Retired Men				
Society of Fishermen	Obolin bulevar 3			Sport
Student Photography Club				Sport
Society of Women "Nas Most"				Women
"MEDICA"				Health
Association of Gypsies				Ethnic
Humanitarian Society of Middle Bosnia				Hum.
Society of Economic Managers				Business
International Folklore Club				Art
Basketball Club	Zenica			Sport

Karate Club				Sport
Association "EN-NUR"				
"Ruhama"	Aska Borica 78			
Actors Club "Sirigns"	Zenica			Art
Citizen's Society for Regional Artisans				Art
Zenica Cyclists Club	Zenica		Nicole Tesla	Sport
Society for Independent Businessmen	Zenica			Business
Society of Information Technology "Alpha-Bit"	Zenica			Techno
Zenica Gun Club	Zenica			Sport
Humanitarian, Economic and Cultural Society "Kuvvet"	Stara Carsija bb			
Slovenian Society	Stara, Lincereros Zenica			Ethnic
"Surmeja" Muslim Women's Society	Hasaus Brkica 35			Women
Rugby Club	Aska Borica 17, Zenica			Sport
Association for Trancendental Meditation	Sada Scije 5			Health

Basketball Club "Celtic"	Taraera 15			Sport
Society for Mucscular Distrophy	Kralja Tutka 13			Health
Society for the Deaf and Mute				Health
Ecological Society "Zeko"	Zenica			Environ.
Humanitarian Assistance Society "Zoka"				Hum.
Association of Mountain Climbers "Grojicar"			Paulin Misboric Zeljica Dobric	Sport
Handball Club "Ugos"				Sport
Society for Medical Workers				Health
Chess Club "Napredak"				Sport
Society for Islamic Women				Ethnic/Women
Society for Mucscular Distrophy	Molonsrica 9A			Health
"Meriem"	Mujbegivica 11		Dr. Hasnana	Health (?)
Association of Firemen	Zenica			Civic
Vollyball Club "Celtic"	Zenica			Sport
Society of Inventors	Taroboge 15			IG .

Karate Club "Hasen Du"				Sport

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CHRONOLOGY

7 May	RFP received
7-20 May	Proposal developed; procurement plan drafted; price research conducted; consultants interviewed; contact initiated with local organizations
21 May	Proposal submitted
11 June	Revised statement of work received from USAID
14 June	Revised proposal submitted
25 June	Meeting with Contract Officer to discuss cost elements
27 June	Revised proposal and cost estimate submitted
1 July	USAID/W requests additional cost information
3 July	Budget revision submitted
9 July	Delivery Order No. 02 signed (effective 25 June)
9 July	Consultant contracts established
9 July	Procurement initiated
10-15 July	Consultants travel to Bosnia-Herzegovina; commodities shipped and received
11 July	Field activities initiated; office manager hired
18-31 July	Local hire trainer interviews conducted, contracts established; training sessions initiated
1 August	resource Center established
14 September	National Elections
17 September	Ex-patriate Trainers and Media/Communications Specialist depart Sarajevo
5 October	Project Director Ed Morgan returns to Zenica to conduct materials development sessions
29 October	No-cost extension of Project approved through 31 December
8 November	Ed Morgan departs Zenica
9 Nov-31 Dec	Office Manager Igor Beros assesses potential office locations in Banja Luca and Bihac; contact made with potential trainers
31 Dec	Project activity completion date



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APPENDIX L

Trainer's Self-Evaluation Sheet

ANNEX L.

Self Evaluation Form

*IFES Bosnia Voter Education Project*  
September 13, 1996  
**Trainer's Self-Evaluation Sheet**

1 = Unsatisfactory

2 = Poor

3 = Average

4 = Above average

5 = Excellent

1. Ability to clearly explain the project to small groups of voters.

_____	_____	_____	_____	_____
1	2	3	4	5
Comments:				

2. Ability to clearly explain the project to Municipal officials and other leaders.

_____	_____	_____	_____	_____
1	2	3	4	5
Comments:				

3. Self confidence.

_____	_____	_____	_____	_____
1	2	3	4	5
Comments:				

4. Level of motivation

_____	_____	_____	_____	_____
1	2	3	4	5
Comments:				

5. Ability to record information and make accurate reports

_____	_____	_____	_____	_____
1	2	3	4	5
Comments:				

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6. Level of effort expended.

_____	_____	_____	_____	_____
1	2	3	4	5
Comments:				

7. Level of initiative (self-starting, taking action on your own decisions)

_____	_____	_____	_____	_____
1	2	3	4	5
Comments:				

8. Your honesty with yourself

_____	_____	_____	_____	_____
1	2	3	4	5
Comments:				

9. Your honesty towards others

_____	_____	_____	_____	_____
1	2	3	4	5
Comments:				

10. Getting to meetings on time.

_____	_____	_____	_____	_____
1	2	3	4	5
Comments:				

11. Your ability to communicate cross-culturally (with strangers from opposite sex, religion, etc)

_____	_____	_____	_____	_____
1	2	3	4	5
Comments:				

12. Respect for others

_____	_____	_____	_____	_____
1	2	3	4	5
Comments:				

13. Openness to other points of view

_____	_____	_____	_____	_____
1	2	3	4	5
Comments:				

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14. Listening ability

_____	_____	_____	_____	_____
1	2	3	4	5
Comments:				

15. Identification with group members.

_____	_____	_____	_____	_____
1	2	3	4	5
Comments:				

16. Contribution to and support of group objectives.

_____	_____	_____	_____	_____
1	2	3	4	5
Comments:				

Overall comments:

What have I learned?

What else could I have learned?

Etc.

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APPENDIX M      Excerpts from Yugoslavia: Death of a Nation

On the east bank of the Neretva, in the heart of old Mostar, stands the Turkish House, a museum depicting a typical Ottoman Muslim home from some unspecified period of Bosnia's past. On the wall in the main living-room hung an elaborately inscribed print carrying a verse from the Koran in both Arabic and Serbo-Croat. It read:

*Beware your enemy, but beware your friend a hundred-fold. Because if your friend becomes your enemy he can hurt you all the more, because he knows the tunnels to your heart.*

By late summer, Mostar's Muslims were beginning to be wary of their Croat "friends." The HVO had made no effort, after taking control of Mostar, to follow up the victory by helping the Bosnian Army to liberate Sarajevo, as many had expected it would. Boban had dismissed almost all Muslims from positions of responsibility in public life, and replaced them with HDZ placemen. He had turned "Herceg-Bosna" into a one-party, ethnic state. The Mostar studio of Bosnian radio - which was loyal to Sarajevo - was subject to frequent harassment by Croatian police, and was, from time to time, closed down. His police mounted road-blocks around the city; Muslims found that they were not allowed to come and go freely.

Boban was never explicit about what he considered the boundaries of his state. His deputy in central Bosnia, Dario Kordić, a cocksure young journalist-turned-warrior with an unshakable conviction that Bosnia belonged, properly, to Croatia, was more explicit. He set up his headquarters in the town of Novi Travnik. The central Bosnian towns of Travnik, Vitez, Jablanica, Konjic were all, he said, part of Herceg-Bosna. Three of these areas had a Muslim majority. Muslims, Kordić asserted, did not constitute a separate nation. They were Croats of Islamic faith.

By the autumn of 1992, two parallel armies coexisted on the same territory - the HVO and the Army of Bosnia-Herzegovina. A great influx of Muslim refugees, "cleansed" by the Serbs, further exacerbated tension, providing Boban with fears to play on - fears that the Croatian areas would be "swamped" by the Muslim dispossessed.

What was to become a conflict as bitter as that with the Serbs began on October 25 in the central Bosnian town of Prozor. It began as a dispute between rival mafiosi over who should take delivery of a consignment of gasoline. This gangland squabble quickly acquired the dimension of an "ethnic" dispute, as each of the two armies jumped to the defense of its own people. Muslim men, driven out of Prozor, took to the hills, though most returned a few days later when tensions subsided. But the dispute had all the characteristics of open warfare, including shelling from outside the town, and gun-battles in the street. After a few days the center of Prozor was a burned-

and-shattered wreck of a place. Only Croat businesses were trading. Conflict also broke out to the north, in Novi Travnik. But Sarajevo radio, loyal to the Izetbegović government, would, from now on, say that Croatian fascism first entered Bosnia through the *prozor* (window).

*Begin Here*

The ensuing stand-off resulted in an immediate military disaster. A breakdown in cooperation between the HVO and the Bosnian Army, combined with intense mutual suspicion, led both to desert their positions at the town of Jajce, to the northwest of Travnik. Jajce had been surrounded by Serb forces since the beginning of the war and had suffered some shelling. There was not the slightest indication at the end of October, however, that it was about to fall. Then, on October 29, it did, not because of a Serb offensive, but because of chaos in the Bosnian and Croat defenses. The Serbs walked into Jajce as 40,000 Muslim and Croat citizens of Jajce poured down the road towards Travnik.

Few of those who fled did so by mechanized vehicle, since fuel supplies to Jajce had been so spasmodic. Their exodus, during October 30 and November 1, resembled something from a pre-mechanized age: a great train - stretching as far as the eye could see, until the road disappeared into the forested hills to the north - of weary people trudging through the damp autumn mist, some on foot, others crammed on to the back of horse-drawn carts. It took most of them two or three days to reach Travnik, seventy kilometers to the south, and, as they fled, the Serb advance continued until the Bosnian Serb Army occupied the high ground above the road down which they were fleeing. Anything that looked like a military vehicle became a target. The refugees had to endure a barrage of shelling and machine-gun fire as they fled. It was the first painful illustration of how Muslim-Croat enmity would benefit the Serbs. General Mladić was later to comment: "I will watch them destroy each other and then I will push them both into the sea." The Serbs could not contain their glee.

As Bosnia descended into its first winter of war, the front lines hardened. There was now no area of the country where the Bosnian Serb and Bosnian Croat armies had a territorial dispute with each other. But, both, on the other hand, had unfinished business with the Bosnian army. An informal tacit alliance began to take shape. In Kiseljak, a majority Croat town on the western edge of Sarajevo, hard-line nationalists, loyal to the Herzegovina Croats, took control of the local government and the HVO. They had been trading with the Serbs besieging Sarajevo, as well as with Muslim black-marketeers in Sarajevo. For months, Kiseljak became a haven of peace, a land-locked, Bosnian Casablanca, as the Croats there took commercial advantage of their position "in between" Muslims and Serbs. The Croats would buy from the Serbs and sell to Muslim war-profiteers who were, by now, operating a cartel system that kept the price of black-market goods in Sarajevo artificially high.

The result was a net export of hard currency from Sarajevo, money that had been earned, and saved, over years, by ordinary Sarajevans. Muslim gangsters, Croat middlemen and Serb suppliers, all took their cut in an extortion racket that cut across military lines and in which the Kiseljak Croats were the crucial players.

Unfortunately for Sarajevo, Kiseljak stood at the western gates of the city, the place where the Serb ring-of-armor around Sarajevo was at its most vulnerable. Any attempt to smash through the siege from outside could only have come from that direction. By the winter of 1992-93, the Croat forces there had sound financial, as well cynical political, reasons for ensuring the continuation of the siege. The Croats, although formally still allies of the Bosnian government, became, in effect, partners with the Serbs in the perpetuation of the siege of Sarajevo.

In late April 1993, the winter stand-off between Muslims and Croats erupted into all-out war. News of the defeat at Srebrenica sent a flurry of rumor flying around central Bosnia that tens of thousands of Muslim refugees were due to arrive within days. In Kiseljak and Vitez, two Croat-populated pockets north and west of Sarajevo, Croat militiamen moved to take preventive action. They entered the Muslim village of Ahmići, which was surrounded by Croatian-populated villages, and murdered dozens of civilians, including women, children and elderly, in their homes. They then set fire to the houses.

Evidence of the atrocity was discovered by British troops of the United Nations Protection Force, and by international aid workers, on April 19 – a day after the signing of the Srebrenica surrender agreement. It had happened less than a mile from the British base. The British Commander, Colonel Bob Stewart, almost in tears with rage and frustration that he had known nothing about it when it was happening, demanded access to the village. In front of the world's television cameras he screamed at an HVO checkpoint commander, who had asked him whether he had permission to enter the village: "I don't need the permission of the bloody HVO – I'm the United Nations! I want to tell you that this is an absolute disgrace. Whole families have been massacred here. Who's responsible for this?" The HVO militiamen simply drove off.

There followed a wave of forced evictions, murders, and rapes. Muslims fled Vitez and headed for Travnik or Zenica, claiming that Croat soldiers had given them three hours to leave town or be killed. The bodies of two Muslim doctors, who had been travelling from Zenica to Vitez were found on the roadside, shot at close range in the head.

In Travnik, the HVO demanded that the Bosnian Army disarm and disband. It said the Vance-Owen Plan – which the Croat and Bosnian sides had,

by now, both agreed to – placed Travnik in a Croatian province, and required the withdrawal of all non-Croat forces from the province. The Vance-Owen Plan was not the cause of the Muslim-Croat fighting in central Bosnia; the conflict pre-dated the publication of the Plan. But, in the spring of 1993, the Plan gave Bosnian Croat territorial demands a stamp of legitimacy they would otherwise have lacked.<sup>5</sup>

Travnik was now overwhelmingly a Muslim town, having been swamped by Muslims who had been driven from their homes in northern Bosnia by Serb ethnic cleansing. These men, many of whom had been interned in the detention camps that had so shocked the world the previous year – radicalized and embittered by their experience – determined not to go through the same thing at the hands of the Croats. Within days they had driven all HVO units out of Travnik, although thousands of Croat civilians continued to live in Travnik and were not subjected to the virulent campaigns of ethnic cleansing that the Croats were soon to inflict on Muslim minorities living in their midst. In Zenica, a stronghold of Izetbegović's SDA, and the town where the Bosnian Army had its strongest roots, talks between the Muslim Mayor and the local HVO commander that had been aimed at restoring calm broke up when HVO units in the surrounding hills shelled the town center. As in Travnik, the HVO were driven out.

Muslim central Bosnia was now surrounded on all sides by enemy forces – a land-locked island of territory, cut off from the capital Sarajevo, and from the outside world. In addition, it had to contend with three Croat-occupied areas – Novi Travnik, Vitez and Kiseljak – in its midst. These constituted sieges within the siege. Of these, Vitez was the most problematical, since it lay on the main road between Zenica and Travnik. In effect, the territory under the control of Izetbegović's Government had now been reduced to a leopard-spot smattering of isolated enclaves – around Travnik, Zenica, Tuzla, Bihać, Sarajevo, and the three eastern enclaves of Srebrenica, Goražde and Žepa. None of these enclaves was viable without the permanent life-support of international aid. Access to and from each was cut off by the besieging Serb or Croat forces. The military and strategic reality facing Bosnia in the spring and early summer of 1993 was that the country was gradually being wiped off the map of Europe. It seemed increasingly likely that the only future for what the Serbs and Croats now increasingly called former Bosnia-Herzegovina was that each of these enclaves should gradually be absorbed into one or other of the Croatian and Serbian states that were taking shape around them.

The fall of Srebrenica, the rejection by the Serbs of the Vance-Owen Plan, the international community's subsequent failure to enforce the Plan, and, finally, the outbreak of the Muslim-Croat war: all occurred within a few

weeks in April and May 1993. Together they forced the Bosnian government and army to confront the new reality. A political and military sea-change followed: the Muslims began to fight back.

A Sarajevo psychiatrist, called Ljiljana Oruč, kept her sense of humor throughout the siege. In the summer of 1993 she described the Bosnian capital as one vast psychiatric laboratory. Sarajevans had suffered, she said, from a collective psychotic delusion – the delusion that the world would, eventually, rescue them and their country. This delusion persisted, she continued, despite all the objective evidence to the contrary. It was, therefore, a kind of inverse paranoia: a persistent belief that everything is going to turn out all right in the end even though by all rational judgement, it clearly is not. "This collective psychosis left us in May 1993," Dr. Oruč insisted. "After that, we knew we were on our own."

The fight-back began in central Bosnia. The Third Corps of the Bosnian Army<sup>5</sup> formed two new brigades consisting mainly of men who been "cleansed" from northern and eastern Bosnia. Many of them had been hardened by their experience at the hands of the Serb forces; most had been through the detention camps. In Travnik they formed the Seventeenth "Krajiška" Brigade, under the command of Colonel Mehmet Alagić, himself a victim of ethnic cleansing from the Kozara region of northern Bosnia. In Zenica, the heartland of Muslim Bosnia, a new force altogether appeared – the Seventh Muslim Brigade. This was explicitly Muslim, rather than Bosnian, in its orientation. Its officers were hostile to Westerners, wore Islamic insignia, long beards, and greeted each other with the Arabic "al-salam aliekum" (peace be with you). Their families attended Islamic education classes and their wives and daughters, increasingly, wore veils in public. For the first time, a strident, xenophobic Muslim nationalism was being articulated in Bosnia: the politics of multi-ethnic tolerance, the officers of the Seventeenth Muslim Brigade argued, had led to the destruction of the Muslim people. It was time for Muslims to take matters into their own hands, not as Bosnians, but explicitly as Muslims.

Conveniently for those, in the West, who argued against intervening on the side of the Bosnian government, this fight-back gave credence to the argument – frequently voiced in defense of a do-nothing policy – that "all sides are equally guilty." But this new refugee army cared nothing for international public opinion; courting popularity in the capitals of the Western world, its officers and men argued, had brought nothing to the Muslims except military defeat, dispossession, and hand-wringing declarations of sympathy from abroad. Muslims, they argued, had learned that patient negotiations in Geneva, The Hague and London brought catastrophe; and that, in this war, victory would fall not to the just, but to the strong.

There was nothing of the multi-ethnic ideal among these men. They no

longer spoke of Serbs and Croats, but of Chetniks and Ustaše. In Zenica, from time to time, the Seventh Muslim Brigade would take to the streets, smashing shops that sold alcohol and slaughtering pigs and destroying the carcasses. They became, during the summer and autumn months, a law unto themselves, frequently in conflict with the civilian police and increasingly feared by the civilian population.

The military strategy of the Third Corps was to carve out a triangle of territory in central Bosnia stretching from Tuzla in the northeast, to Sarajevo in the southeast, and Mostar in the southwest. The immediate priority was to secure lines of communication between the leopard-spot territories. The heavily populated Vitez pocket – where about 60,000 Croats lived – was too daunting a target. So the Bosnian Army began to sweep through Croatian villages in the hills above the valley that Vitez sat in. They burned and looted as they went, using the tactic which their Serb and Croat foes had proved so rewarding. By early summer, the Army had secured a road of sorts, around the back of the Vitez pocket linking Travnik to Zenica and beyond to Tuzla.<sup>6</sup>

The Muslim Croat fault-line ran through the town of Gornji Vakuf. Throughout the summer and winter of 1993, this town, where British troops had based a company of men to provide a way-station and logistic base for aid convoys running from Split to Tuzla, changed hands so frequently, as the tide of military fortune ebbed and flowed, that by the end of the year there was hardly a house that was left habitable.

Over the summer grisly reports of maltreatment and torture of Muslims in Croat camps emerged. In Zagreb, Stipe Mesić later recalled that he was first told of the camps by Jozo Primorac, an HDZ activist.

*He said: "Listen Stipe, I'm surprised, I was just in Herzegovina (he had a brother there). They have camps down there. They look like in the Nazi times, even worse they don't get food and water, and are abused."*

*I asked who the people in the camps were, and he said they were former neighbors, from the same villages and towns, and their only fault was that they were Muslims. Another big group there were Muslim HVO soldiers disarmed overnight and sent there. He was very surprised, especially by the treatment there.*

*I used this information, and told Tudjman. He answered that the others had camps as well.*

In mid-August the International Committee of the Red Cross finally gained access to 6,474 detainees in 51 camps – of which 4,400 were held by the Bosnian Croats (a figure the Bosnian Government claimed was far too low), 1,400 by the Muslims and 674 by the Serbs.



Muslim former prisoners held in Dretelj, a notorious camp south of Mostar, said they were beaten and woken in the middle of the night, and forced to sing songs insulting to the Muslims and Izetbegović. They were deprived of food and water. Many told of having to drink their own urine rather than die of thirst.

A statement from the UN Security Council on September 15 recalled the "revulsion and condemnation" felt among the international community when the existence of the Serb camps was revealed the year before and urged the Croats to close theirs.

Nowhere illustrated the tragedy of the Muslim-Croat conflict more than the central Bosnian town Vareš, an unlovely mining and quarry town in a pretty valley running north-south on a road from Sarajevo to Tuzla. Vareš was on the very edge of the Muslim-Croat war zone. Before the war its population had been evenly split between Muslims and Croats, with a sizeable Serb minority. The Serbs had fled, or had been moved out, at the start of the war. The local Croats and Muslims worked hard through the summer of 1993 not to become infected by the conflict that was tearing the two communities apart to the west of them.

But Vareš could not stay immune. The conflict so polarized central Bosnia that, despite the best efforts of the local leadership, Vareš soon divided along ethnic lines. But it provides an illuminating insight into the dynamic of ethnic conflict. Vareš became a microcosm of the wider conflict.

As always, the first tensions came from outside – the arrival of thousands of angry and traumatized Croats who had been driven from, or fled in terror, from their homes in Visoko, Breza, Kakanj and Zenica – towns which themselves had received floods of similarly angry and traumatized Muslim refugees during an earlier cycle. The refugees brought with them an accumulated resentment against, and fear of, the group that had driven them out. In Vareš the arrival of so many Croat refugees not only crowded the town – it tipped the delicate ethnic balance. The local Croat leadership, however, continued to cooperate with the local Muslim leaders; and this soon brought accusations from the incoming Croat refugees that they were cooperating with the "enemy" that had driven them from their homes. A split opened up among the Croats. Then, in October an armed HVO unit arrived from Kiseljak, the hard-line Croat nationalist, and xenophobically anti-Muslim, stronghold to the south. The local Croat Mayor and Police Chief were briefly jailed, then overthrown. An outsider was installed as Mayor. Muslim men were rounded up, and Muslim homes were raided and looted. Within days, almost the entire Muslim community had fled to the village of Dabravina to the south, where they waited and planned their return.

In fact, Vareš could not be defended by the Croats. Almost as soon as they had secured control of it, they prepared to evacuate it. There were two

escape routes – both led across Serb territory. Since the Kiseljak Croats were on such good terms with the Serbs, this did not present a difficulty. But the existence of the village of Stupni Do, a mile from the edge of Vareš, did. It was a Muslim village, with a population of 250. It lay on the southern escape route. On the night of October 23, after a day of unrelenting bombardment of Stupni Do, Croat militiamen wearing balaclava masks, or with their faces painted, entered the village and dynamited, or torched, every house. Those villagers unable to flee were shot, or had their throats cut. Some were burned alive in their homes; others were gunned down as they tried to flee through the woods. Some bodies were thrown on to bonfires in the gardens of the homes in which they fell. By the end of the killing spree, the village lay littered with bodies and every house was in flames. Most of the villagers fled. Scores of people were killed; some of the bodies were never recovered.

For days Croat militiamen rampaged through Vareš looting the homes that had been abandoned by the fleeing Muslims. Those Muslims still trapped in the town begged the Swedish UN force billeted there to escort them safely to Bosnian-held territory. The UN did not have the trucks to do it. Instead, the Swedes positioned their armored vehicles up and down the length of the town's main street, and, for days and nights on end, Muslim women and children camped beside them, the proximity of UN forces their only protection. Then, in the small hours of November 3, the Croat Mayor went from house to house with a bull-horn instructing all Croatian families to assemble in the street, and prepare to be evacuated before dawn. The Muslim Army, he told them, was closing in on the town from the north, west, and south.

More than 10,000 fled in a single night. For a day, the town lay empty. Then, the Seventh Muslim Brigade walked in without firing a shot. The Muslim civilians returned to their homes. Within weeks the homes that the Croats had abandoned were occupied by Muslim families from towns and villages occupied by the Serbs. The entire town of Crna Rijeka in northern Bosnia, having been uprooted by Serb ethnic cleansing, resettled itself in Croat homes in Vareš.

That is how Vareš became a casualty of the Muslim-Croat war. Radicalized outsiders sowed the seeds of ethnic conflict in a community in which Croats and Muslims had been content to live together. Serb ethnic cleansing had crammed more and more Muslims and Croats into a smaller and smaller territory, causing resentment among local people that eventually spilled over into ethnic tension. Once the chain of violence was set into motion, each of the communities was ready to fight for its own separate land.

1 Halilović denied it.

2 SWB: April 9, 1992.

3 The important exception is Mostar, which Herzegovina Croats considered their

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APPENDIX N      List of visited towns and villages

***IFES Zenica, Bosnia-Herzegovina***  
***Voter Education Project***

These are towns and villages in the 21 municipalities, in canton Zenica-Doboj (4) and Middle Bosnia (6) visited by IFES trainers conducting Voter Education Sessions.

**BREZA**

**BUSOVACA**

- Kaonik
- Krcevine
- Bare
- Ravne
- Kacuni

**DOBOJ**

- Matuzici

**DONJI VAKUF**

- Prusac
- Torlakovac

**GORNJI VAKUF**

- Vuce

**FOJNICA**

- Gojevici
- Luzine
- Otigosce
- Plocari
- Smajlovici
- Scitovo Polje
- Ostruznica

**JAJCE**

- Pelva
- Vinac

**KAKANJ**

- Haljinici
- Kraljeva Sutjeska
- Ricica

2

**KISELJAK**

- Orasica
- Sehitluci
- Bilalovac
- Gromiljak
- Milodrazje
- Mirosevici
- Catici
- Rausevac

**KRESEVO**

- Crnici
- Gunjani
- Alagici
- Volnjak

**MAGLAJ**

- Bijela Ploca
- Jelovac
- Poljice
- Bakotici

**NOVI TRAVNIK**

- Orasica
- Pricani
- Monjici
- Petaci
- Kable
- Vodovod
- Stojkovic
- Ratanjska
- Budusici
- Rastovci
- Vejsovic
- Sinokos
- Lisac
- Vejsovici
- Corbegov Han
- Senkovic

**OLOVO**

- Krizevci
- Solun
- Dolovi
- Meoraca
- Olovske Luke

**TESANJ**

- Tesanjka
- Omanjska
- Alibegovci
- Mekis -
- Kotorsko
- Trepce

**TRAVNIK**

- Velika Bukovica
- Vakuf
- Turbe
- Stari Grad
- Sipovik
- Pulac
- Bijelo Bucje
- Kalibunar
- Ovcarevo
- Bojna
- Paklarevo
- Jankovici

**UISORA**

**VARES**

- Visnjici
- Przici

**VISOKO**

- Topuzovo Polje
- Zbilje
- Buci

**VITEZ**

- Pocnlca
- Stari Vitez
- Vraniska
- Kruscica
- Rijeka
- Opara

**ZAVIDOVICI**

- Vozuca
- Brezik
- Gostovic
- Lovnica
- Mahoje
- Mecevic
- Potkocani
- Klek

**ZENICA**

- Pepelari
- Kovanici
- Starina
- Bistrica
- Pojske
- Podbrjezje
- Stranjani
- Brajkovici
- Ricice
- Janjici
- Gornja Zenica
- Radinovici
- Kasapovici
- Topcio Polje
- Nemila
- Vranduk
- Puhovac
- Drivusa
- Pehare
- Pecuj
- Donja  
Gracanica
- Cajdras
- Donja Vraca
- Klopce
- Arnanti
- Babino
- Gornje Crkvice
- Moscanica
- Putovici
- Banlozi

**ZEPCE**

- Bistrica
- Lovnica

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APPENDIX O      Student/family questionnaire

# The Election: What will it mean to your family?

Dear Student:

- ◊ On *Saturday, September 14*, adults will be voting in an election that will have a large impact on developing a peaceful and prosperous future for Bosnia and Hercegovina
- ◊ Only when we completely understand the intentions of voters will we be able to reach our goal of having a well-considered and well-organized election.
- ◊ *To help us understand how we can have an effective election, we are asking every student to work with his or her family in filling out the following questionnaire as a group and to return it to your teacher.*

Thank you!

1. How many members of your household are: Under 18? ( ) Over 18? ( )
2. How many members of your household 18 years old or older are working with you to fill out this questionnaire? ( )
3. In addition to the three main ethnic parties, how many of the other 40 parties registered in BiH have candidates on your ballots? 1-2 ( ), 3-4 ( ), 5-10 ( ) More than 10 ( )
4. Of those over 18 years old or older, how many checked that their names are on the registration roles or otherwise know for certain that they are already registered? ( ) or recently registred to vote? ( )
5. How many of the recently registered voters in your household know that they must show their certificate of registration at the polling station? ( )
6. Of those who think they are eligible vote, how many are totally committed to vote? ( )
7. In the four households nearest your home, what proportion of 18 year-olds or older are going to vote? All ( ) Three quarters or more ( ) Less ( )
8. Of the ones who say they won't vote, how many say it is because they don't realize that *every single vote* is important? ( ) And how many because they say they are not concerned for *your* future? ( )
9. Of those in *your household only* who will be voting, how many will vote: Early in the morning? ( ) During the middle of the day? ( ) In the afternoon? ( )
10. Of those who recently registered to vote, how many know that they must take their registration certificate with them? ( )
11. If anything happens at the polling station that does not seem fair, who should a voter appeal to? The Election Appeals Sub-Commission of the Provisional Election Commission (under Campaign Regulation Article 215)? ( ) The IFOR soldiers posted at every polling station? ( )
12. At the polling station, who may look behind the privacy screen while a voter is voting? Anyone who wants to influence how a voter will vote? ( ) Absolutely no-one because voting will be a totally secret process? ( )
13. Who may assist a voter who is blind, illiterate, physically handicapped, or otherwise unable to vote without help? A family member or someone else chosen by the disabled voter? ( ) Anyone who thinks they can violate the secrecy of the ballot
14. What is a "free and fair" election according to your family? (Answer on the other side form)

-----  
PLEASE DON'T READ THE FOLLOWING UNTIL YOU HAVE COMPLETED THE ABOVE!

These questions are to help us measure how well we designed this this questionnaire: \* How many family members actually helped you answer the questions? ( ) \* How much time (in minutes) did this task take? ( ) Were your neighbors helpful in giving you the information you needed? (Yes) (No) \* Some families received more than one form. If this was so in your case, this is form number (2) (3) (4) (5) (More) Please complete the whole form and return it to your teacher. Thanks.

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Provided as a public service by the International Foundation for Election Systems (IFES)

# IZBORI: Šta će to značiti za Vašu porodicu?

*Dragi učenici-učenice:*

- U nedelju, 14-og septembra, osobe stare 18 i preko 18 godina će glasati na izborima. Ovi izbori će imati veliki učinak na razvijanje mirne i uspješne budućnosti za Vašu zajednicu i Vašu državu.
- U cilju da svima pomognemo shvatiti na koji način možemo imati efektne izbore, molimo svakog učenika-cu da radi sa svojim porodicama na popunjavanju ovog upitnika, kao grupa, a potom ih vratite Vašem predavaču..

1. Koliko osoba mlađih od 18 godina živi u Vašoj porodici? \_\_\_ A koliko starijih od 18 godina? \_\_\_
2. Koliko osoba od 18 godina i starijih su trenutno sa Vama i popunjavaju ovaj upitnik? \_\_\_
3. Koliko ih je provjerilo da li se nalaze na biračkom spisku? \_\_\_
4. Koliko naknadno registrovanih osoba je upoznato s tim da moraju imati kopiju registracije kada glasaju na biračkom mjestu? \_\_\_
5. Da li mislite da u Vašem susjedstvu ima osoba koje ne planiraju da glasaju? DA \_\_\_ NE \_\_\_
6. Od 4 porodice iz najbliže okoline koliko njih je voljno glasati?  
Manje od pola \_\_\_ Više od pola \_\_\_ Svi \_\_\_
7. Zašto neki ljudi neće glasati? Zbog toga što ne brinu za Vašu budućnost? DA \_\_\_ NE \_\_\_ Ili zbog toga što misle da jedan glas ne znači mnogo? DA \_\_\_ NE \_\_\_ Ili možda iz drugih razloga? (Molimo da objasnite)  
\_\_\_\_\_
8. Koliko političkih stranaka ima svoje kandidate na glasačkim listićima?  
3 stranke \_\_\_ 4-10 stranaka \_\_\_ 11-15 stranaka \_\_\_ više od 20 stranaka \_\_\_
9. Ako se desi incident na biračkom mjestu, kome bi se glasač trebao žaliti?  
Prijatelju \_\_\_ IFOR-u \_\_\_ Predstavniku političke stranke \_\_\_ Predsjedavajućem glasačkog mjesta \_\_\_
10. Šta znači "biračko pravo na privatnost" i "tajno glasanje"?  
Kontrolor glasačkih listića može tražiti od birača da mu pokaže svoj glasački listić, ukoliko obeća da će to čuvati kao tajnu? \_\_\_ Novinar može fotografisati glasača kako popunjava glasački listić? \_\_\_  
Glasači imaju apsolutno pravo na glasanje sami i privatno? \_\_\_
11. Ko može pružiti pomoć pri glasanju glasaču koji je slijep, nepismen ili fizički hendikepiran ili jednostavno, nesposoban da glasa bez pomoći?  
Član porodice ili neka osoba odabrana od strane nesposobnog? \_\_\_ IFOR \_\_\_ Načelnik Općine \_\_\_
12. Šta su po Vama i Vašoj porodici "slobodni i poštteni izbori"? (Molimo Vas da popričate sa ostalim članovima Vaše porodice, a potom upišete odgovor na poledini ovog letka!)

-----  
**MOLIMO VAS DA OVO NE ČITATE DOK NE POPUNITE PRETHODNI TEKST !**

Ova pitanja će nam pomoći da ustanovimo koliko dobar je bio ovaj upitnik.

- Koliko članova porodice Vam trenutno pomaže da odgovorite na ova pitanja? \_\_\_
- Koliko vremena Vam je trebalo da ovo ispunite? 10-15 min \_\_\_ 15-30 min \_\_\_ više od 30 \_\_\_
- Da li su Vam susjedi dali informacije koje ste trebali? DA \_\_\_ NE \_\_\_
- Neke porodice su dobile više upitnika. Ako je Vaša jedna od tih napišite koliko ste dobili upitnika (na primjer 2, 3, 4, 5 ili više) \_\_\_

*Molimo da popunite ovaj upitnik sa Vašom porodicom i vratite ga Vašem predavaču slijedeći školski dan.*

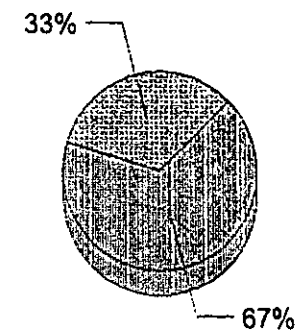
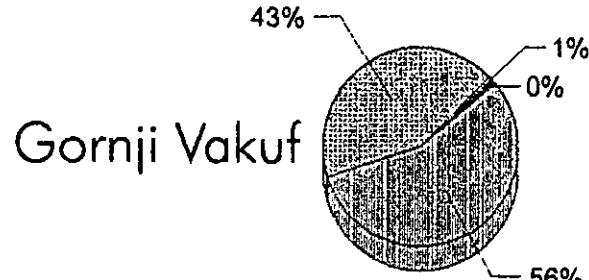
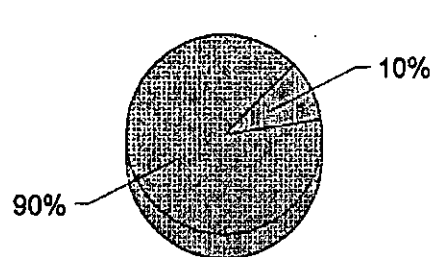
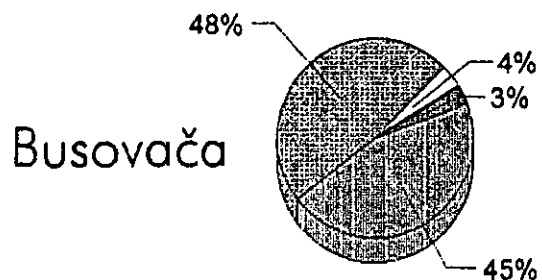
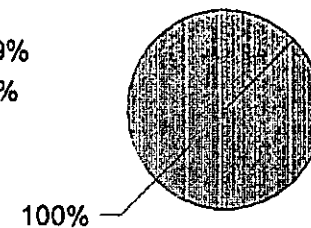
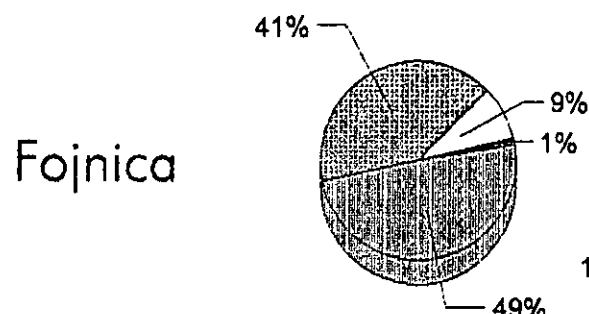
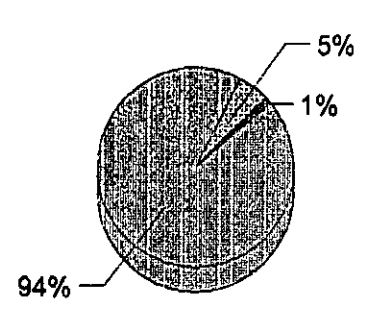
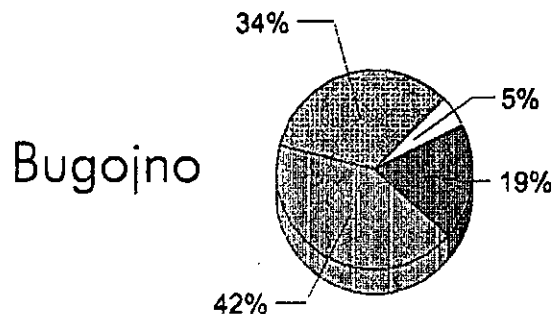
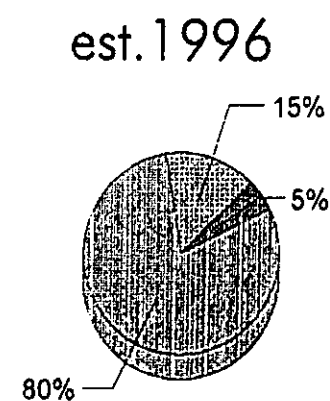
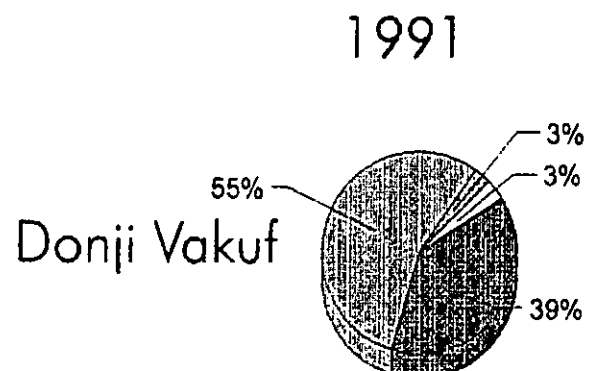
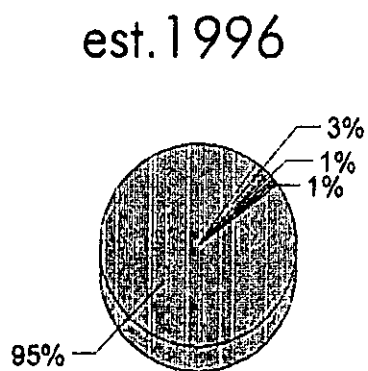
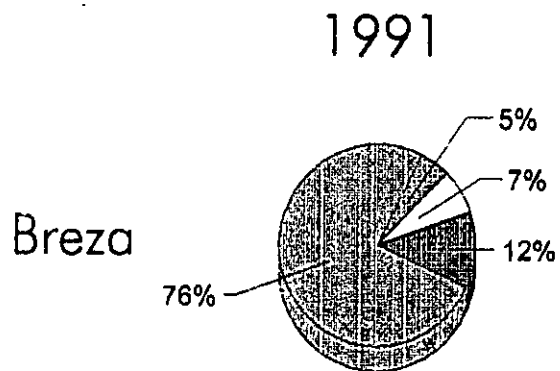
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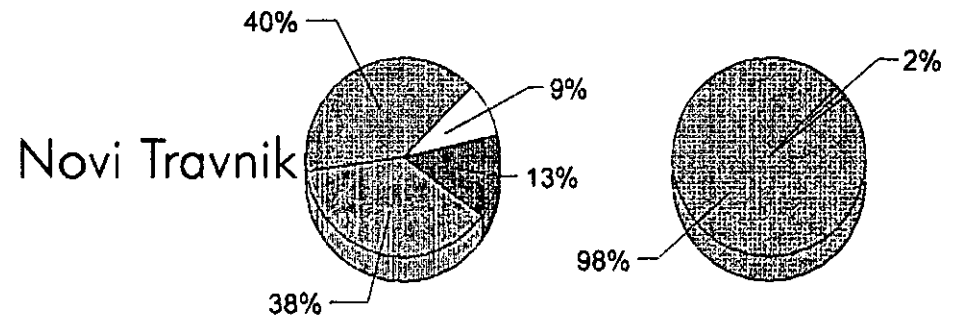
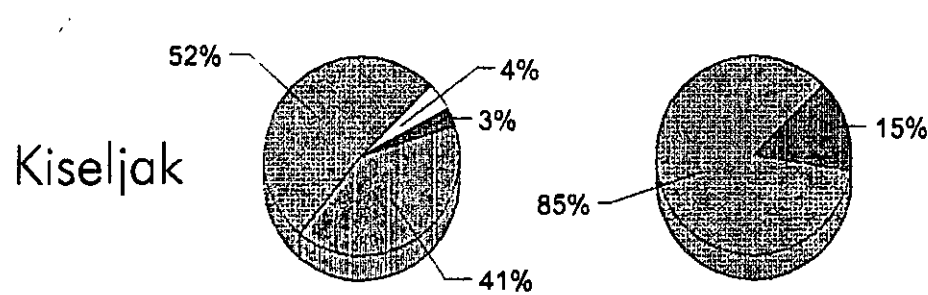
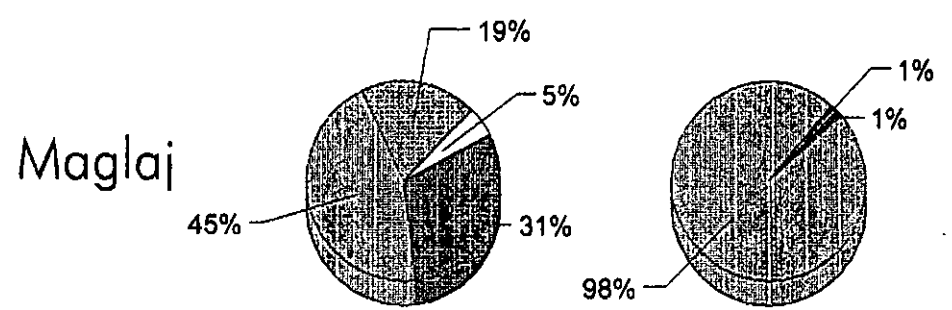
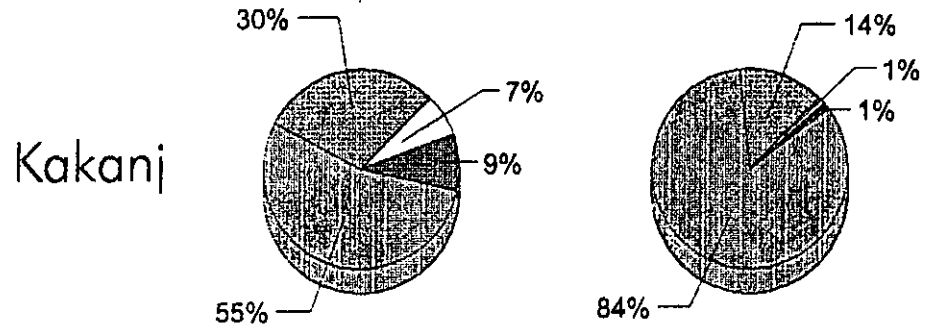
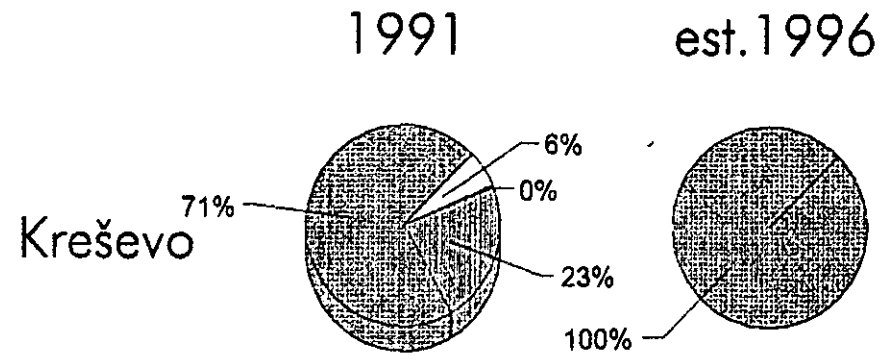
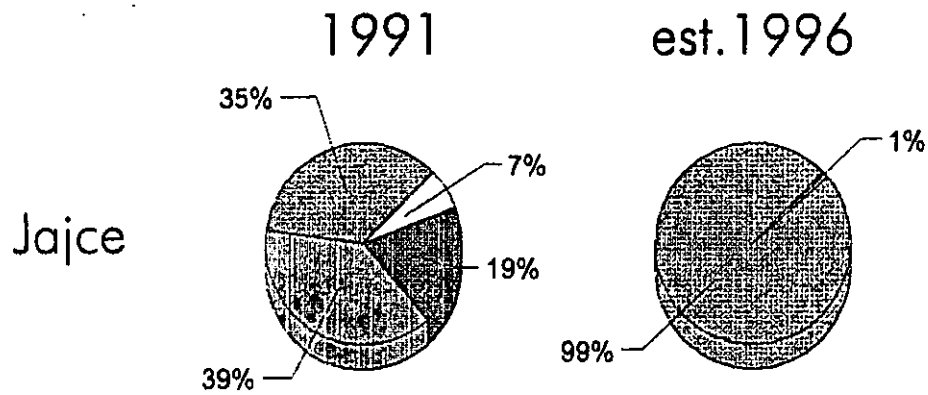
*Međunarodna fondacija za izborne sisteme (IFES)  
Pomoć u pripremi ove akcije pružio je Pedagoški zavod - Zenica*

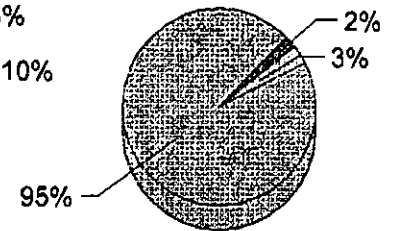
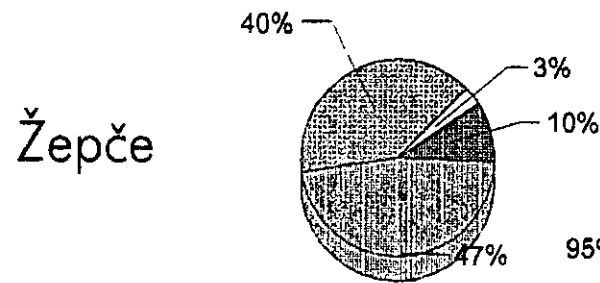
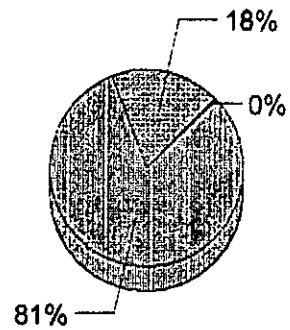
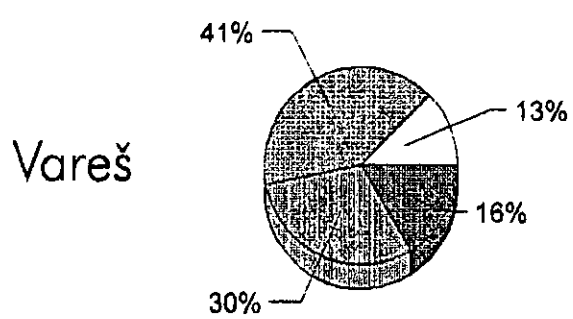
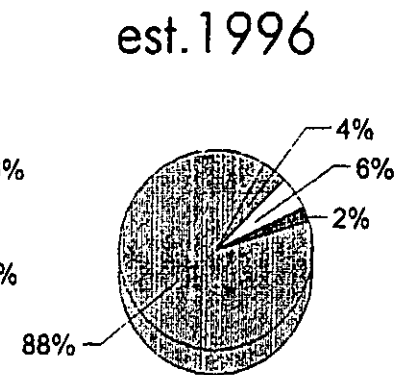
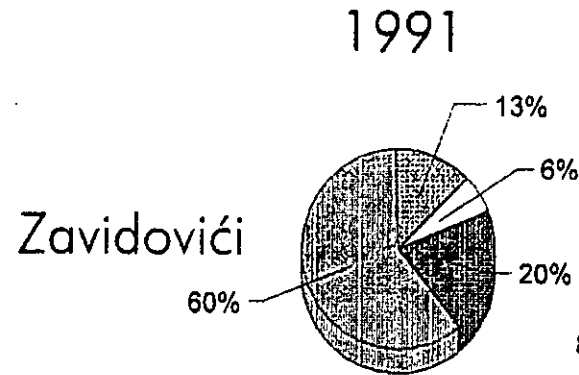
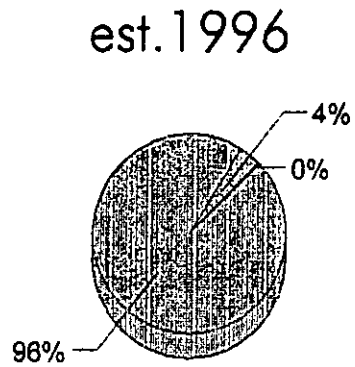
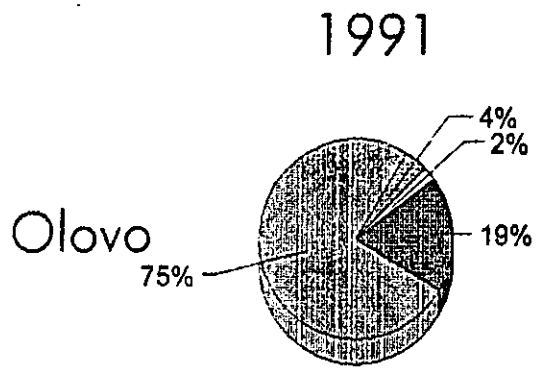


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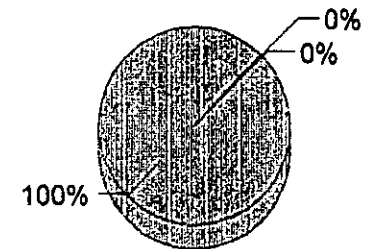
APPENDIX P      Municipal Ethnic Distribution 1991 and 1996

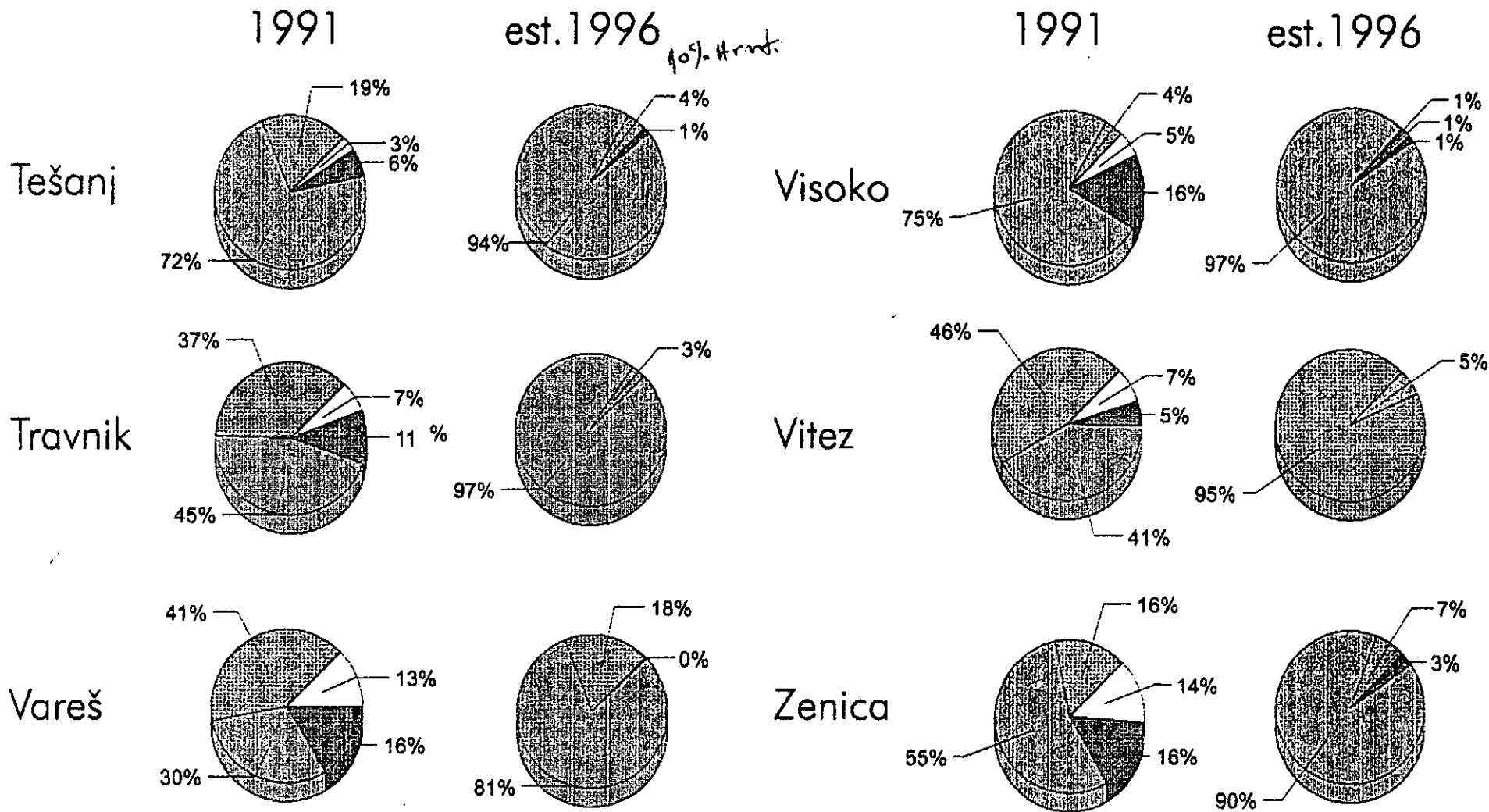






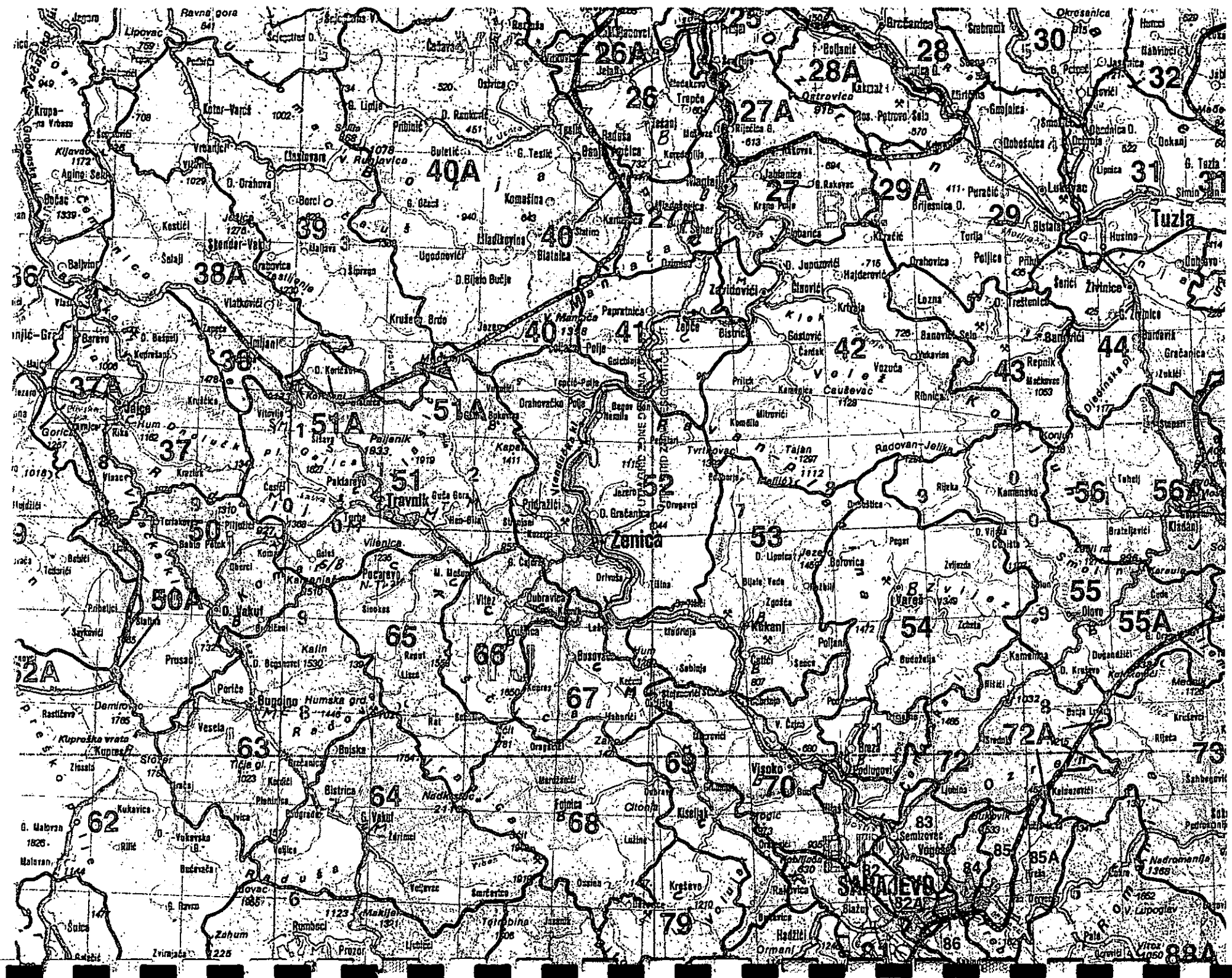
Žepče (South)





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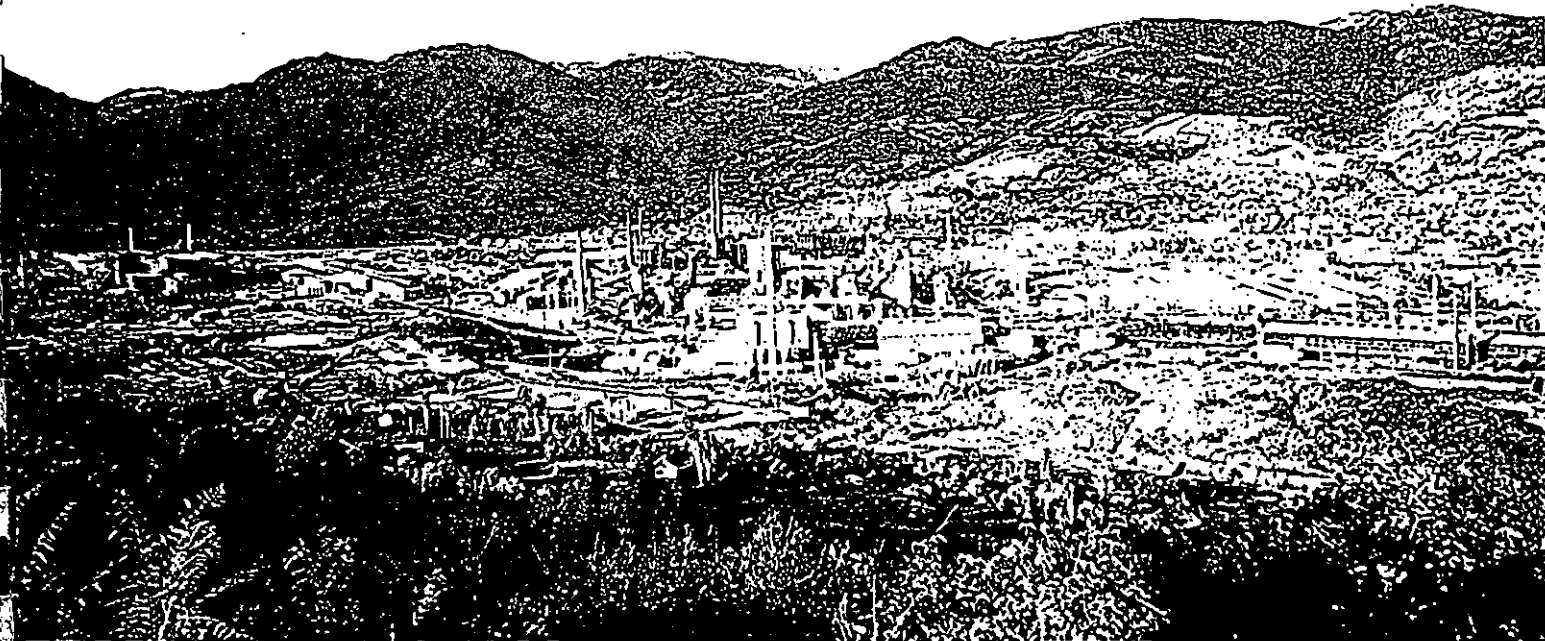
APPENDIX Q      Area of Operation



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APPENDIX R

1. Zenica along the Bosna River
2. The Largest Steel plant in Bosnia

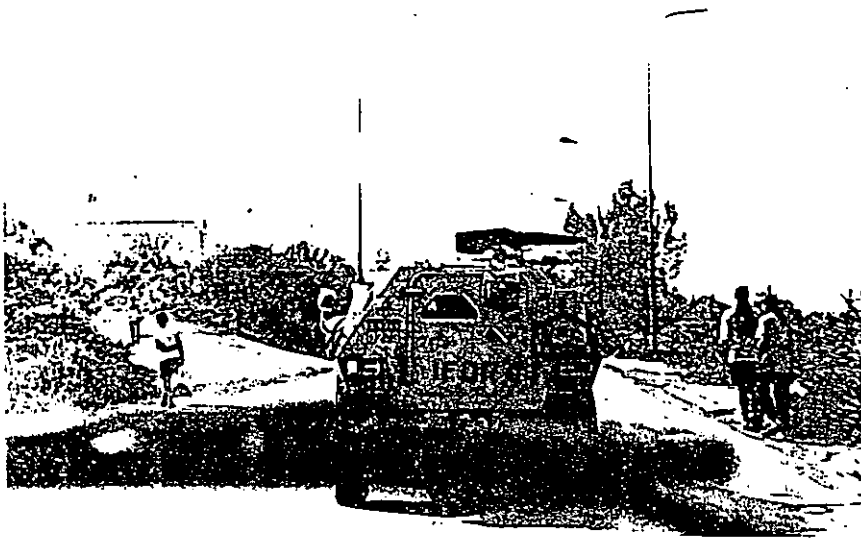




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APPENDIX S

1. Common Road scene in central Bosnia
2. Training of Trainers session
3. IFES poster on display



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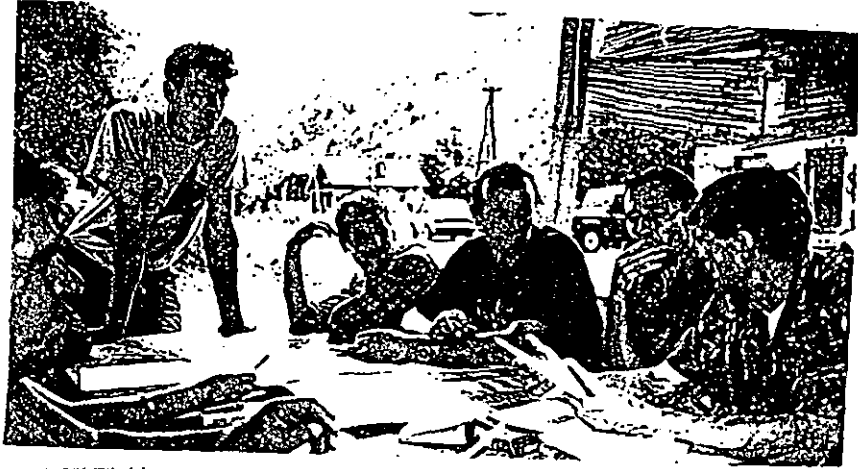
- APPENDIX T
1. IFES Trainers and Support Staff
  2. IFES Zenica Resource Center
  3. Meeting with local NGO
  4. IFES media team



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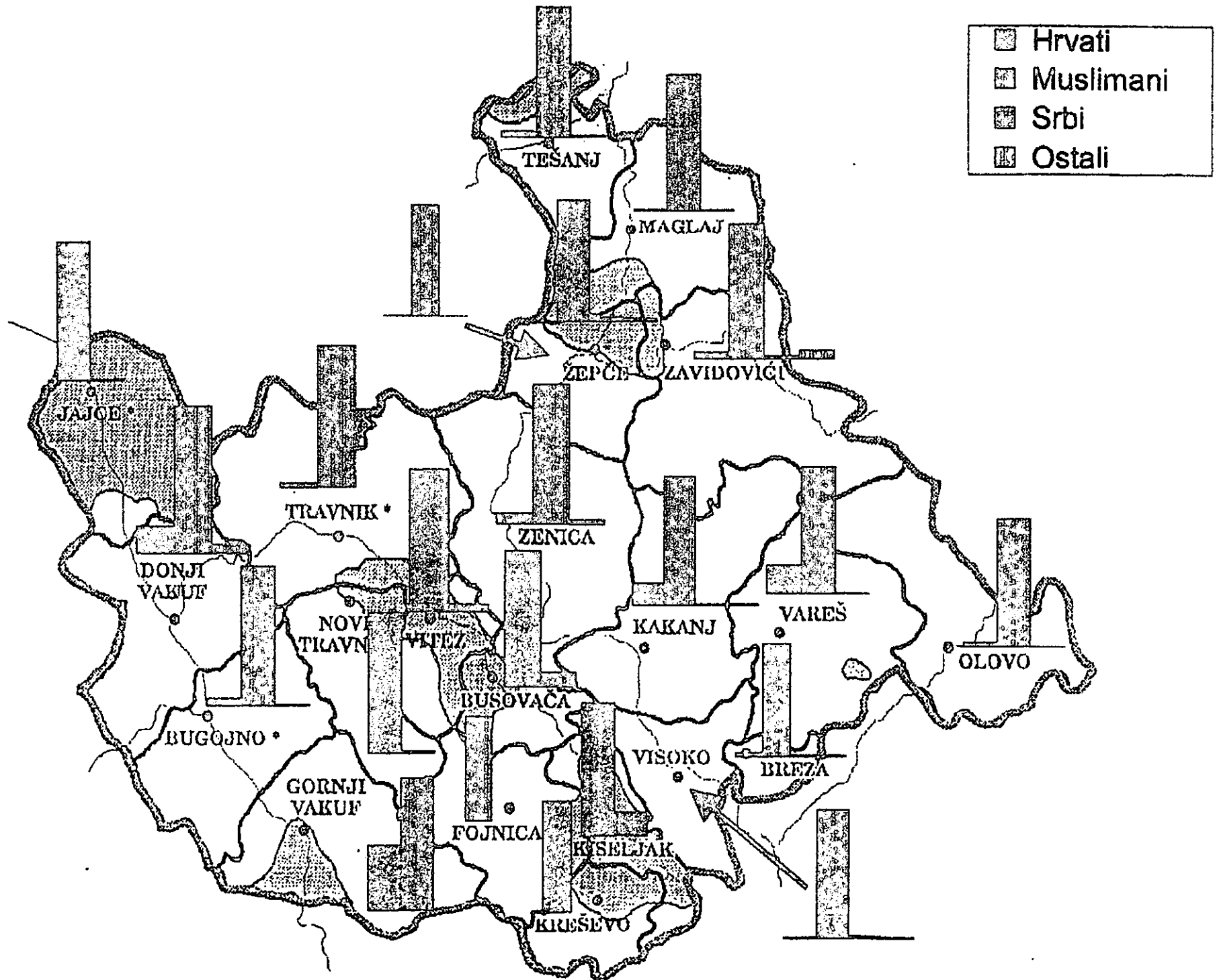
APPENDIX U

Scenes from  
Voter Ed  
group sessions



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APPENDIX V      Map of ethnic population by opschina



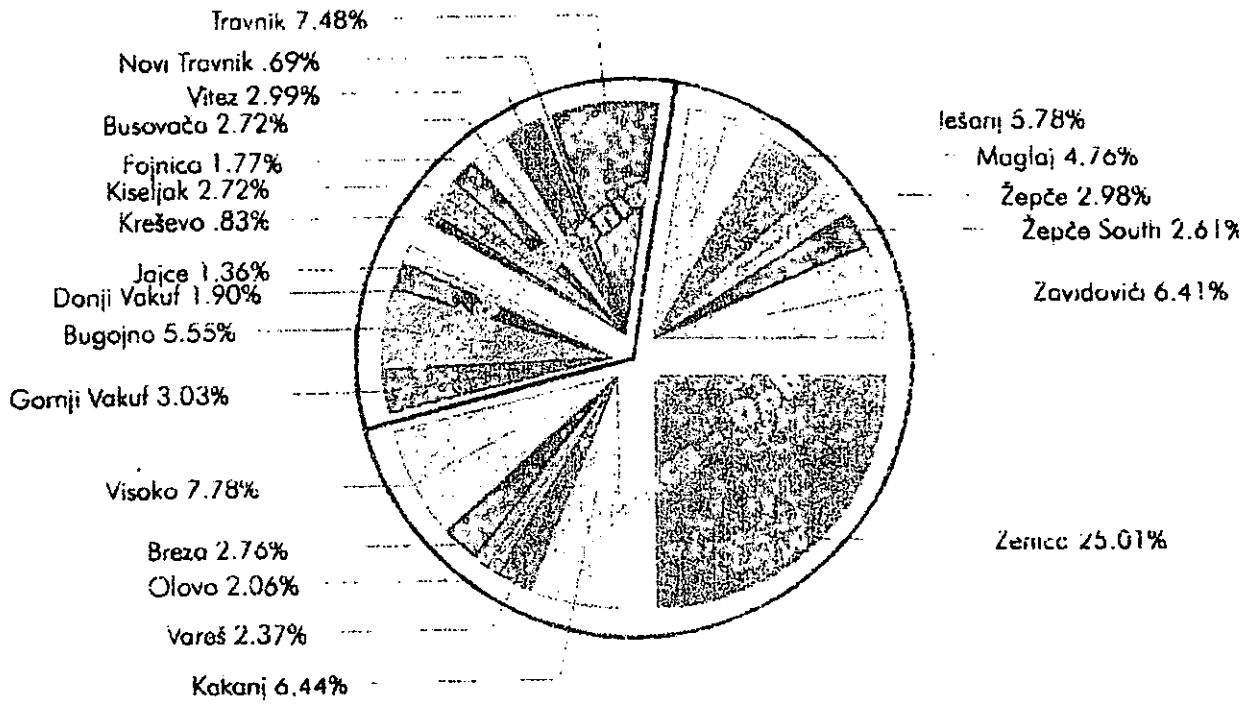
- |   |           |
|---|-----------|
| □ | Hrvati    |
| ▨ | Muslimani |
| ▩ | Srbi      |
| ▧ | Ostali    |



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Appendix X. Comparative population by opschina

### Comparative population of the 22 opchinas (municipalities)





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APPENDIX Y      Radio and TV Spots

•NEWS•NEWS•NEWS•NEWS•NEWS•NEWS•  
•NOVOSTI•NOVOSTI•NOVOSTI•NOVOSTI•

FOR MORE INFORMATION:  
SALLY HUNTER or TARIK BEGIC  
[072] 416.339 / 410.302

**IFES PREMIERS TV  
and RADIO PACKAGE**

ZENICA, BiH, 4 September – International Foundation for Election Systems premiered today a package of voter motivation spots for distribution to television and radio stations in Cantons 4 and 6, Zenica-Doboj and Middle Bosnia, respectively.

The package of three 20-second spots is being distributed free to news editors for use in packaging and promoting election news and political coverage for the upcoming elections.

“Each spot focuses on a common psychological barrier to voting,” explained IFES’s media consultant, Sally Hunter. “the idea that ...

- ‘my one single vote can’t really count for much’
- ‘there’s a lot of negative news – most people will stay away’
- ‘the elections won’t bring back my house so why-bother’.”

“These three negatives are turned on their head by the literal and symbolic messages delivered in our three spots ...

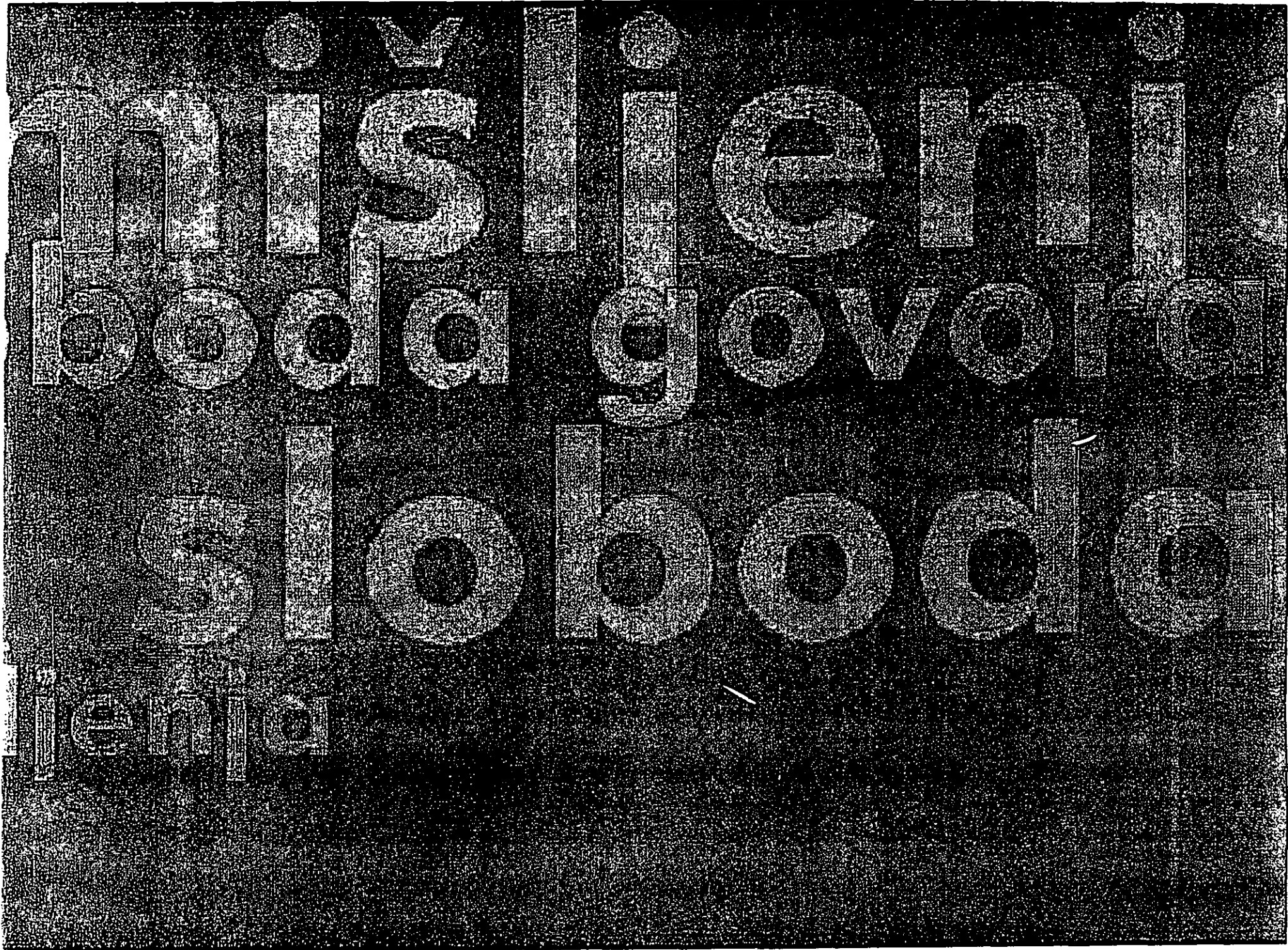
- in America John Kennedy defeated Richard Nixon by a margin of *less than one vote per polling station*.
- 640,000 refugees driven to exile in 54 countries from Albania to New Caledonia went to the trouble of casting ballots last week.
- the power of the ballot box can guarantee the rights and freedoms so fervently desired by the citizens of BiH.”

IFES

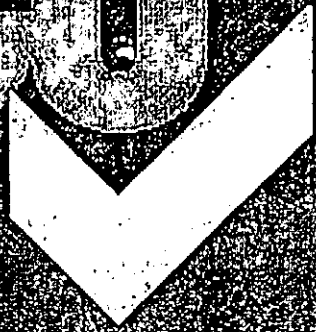
Zenica

Projekat obuke birača

Media projekat 001 Slonje



SRBIJA



učestvuj  
na izborima

IFES

Zenica

Projekat obuke birača

Media projekat 002 Zemlje

Irska

**641.010**

**osoba izbjeglih iz Bosne i  
Hercegovine u 54 zemlje  
širog svijeta je glasalo.**



**641.010**

**Avi?**

**SRBIJA**



...

... **učestvujućima**  
**izborima**

IFES

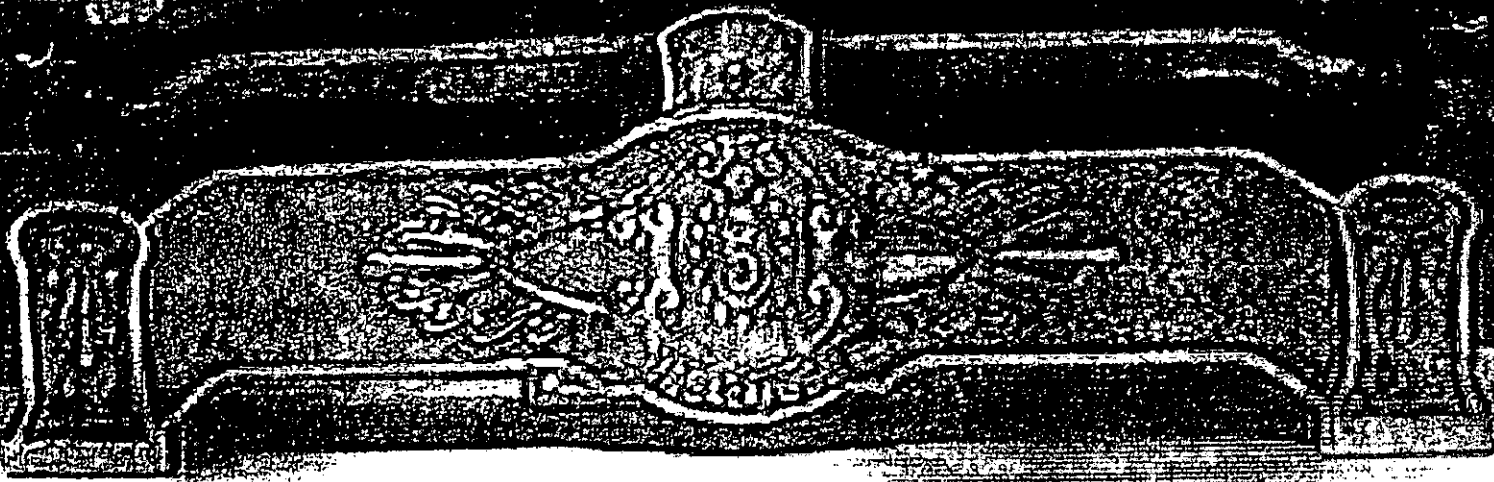
Zenica

Projekat obuke birača

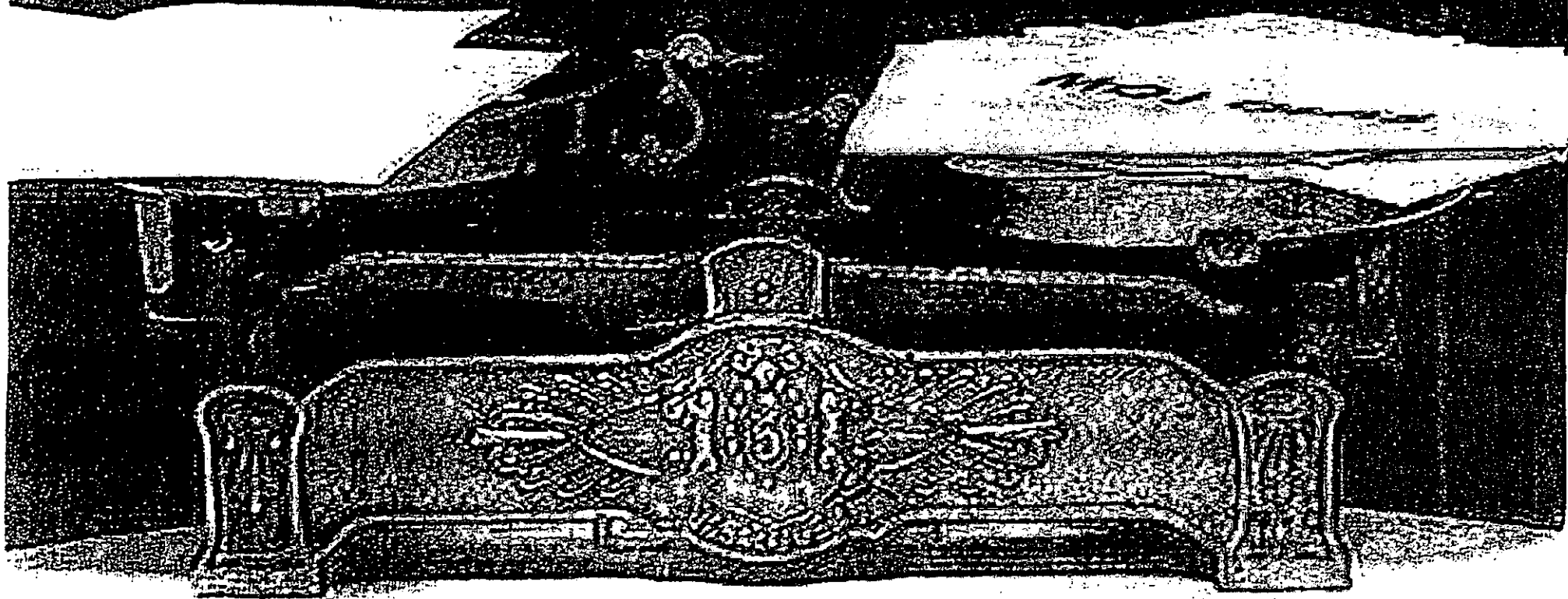
Media projekat 005 Kennedy

1960. godine John F. Kennedy je izabran za predsjednika sa razlikom manjom od jednog glasa po glasačkom mjestu. On je na izborima porazio Richarda Nixona sa samo 118.000 glasova prednosti, a tada je u Americi postojalo samo 200.000 glasačkih mjesta.

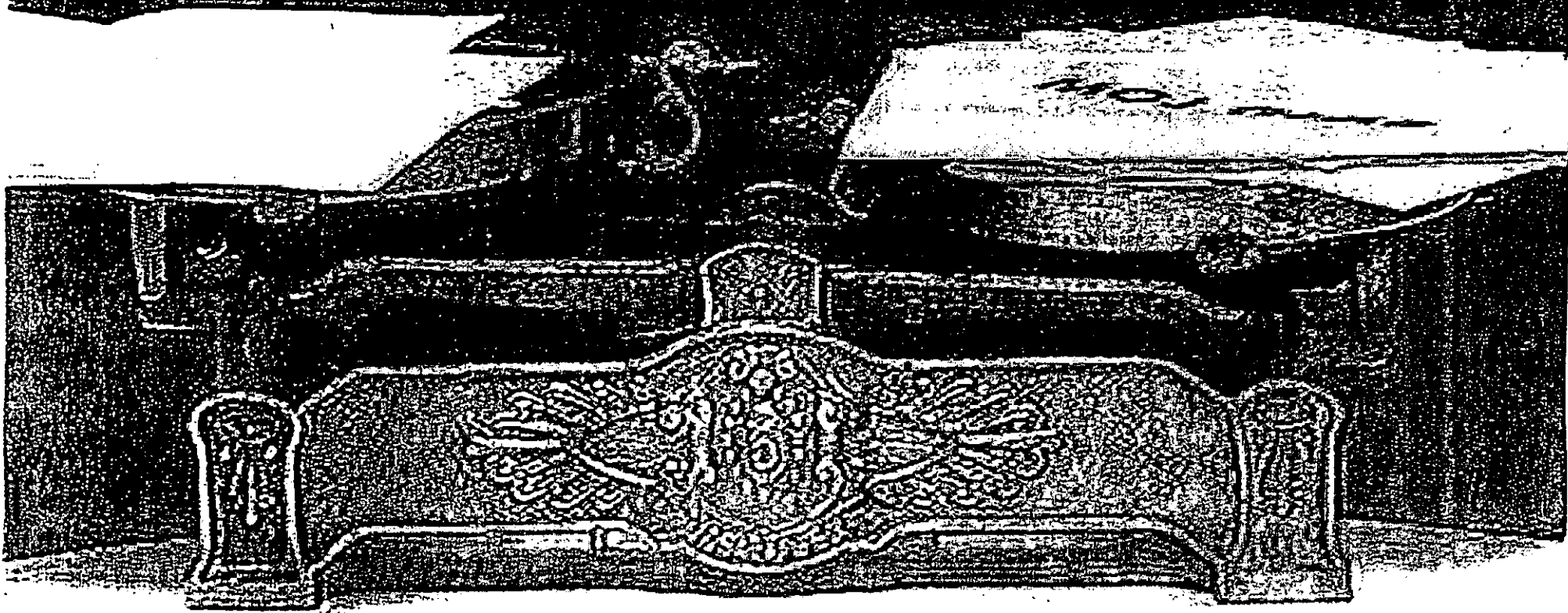
MOJ GLAS



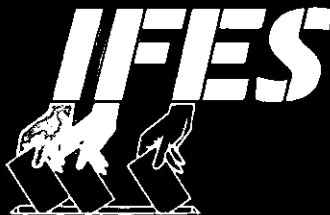
Razmislj o tome...



...jeri tvoji glas može  
odlučiti izbore!







INTERNATIONAL FOUNDATION FOR ELECTION SYSTEMS

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