

WORK AND PROCEDURAL PLAN FOR THE
IDENTIFICATION AND ELECTORAL CARDS PROJECT

THE DOMINICAN REPUBLIC

October 1, 1993 - January 16, 1994

Central Electoral Board

Approved: September 1993

INTRODUCTION

The identification card project has as its goal to provide a new identity and electoral card to every Dominican citizen who has registered or re-registered during the drive of last February and from August 17 to November 19 of 1993, in conformity with the Law, no. 8-92 of March 31, 1992.

This manual proposes to establish uniform procedures in all the registration centers of the country, as well as to assign specific functions and duties to all the elements of these centers, as well as to establish adequate controls for documents, personnel, and materials during the time the operation lasts.

The Manual contains, also, some general guidelines like a work plan, with a view to putting into effect, in the shortest possible time, all the organization needed to ensure the success of the project.

I GENERAL GUIDELINES

1 CREATION OF AN IDENTIFICATION CARD OPERATION AS A SPECIAL

In order to implement the legal mandate concerning the identification card drive, the Central Electoral Board has created a Registration Operation as a special project within the Electoral Board.

This Operation will be directed by an administrator, assisted by a deputy administrator, both of whom will be dealing with an organization which will be supported by the whole Board, and in a special way, by the Data Center of the Board.

The Regional Electoral Secretaries have been designated as Zone Coordinators in their respective areas, and as such represent the right arm of the Operation in the coordination of the project.

2 INTERDEPARTMENTAL COORDINATION

It will be the responsibility of the administrator of the project to request that the government directors and department heads designate a liaison person so that they can meet and learn of the Operation for Registration and of the dates of its activity in the different zones and provinces.

By means of these meetings an effort is made to raise consciousness on the necessity to have full support for the Registration Drive from the Departments. For instance, the electric company should be requested that in case there is a selective blackout, the utility should try, as far as possible, not to affect the areas where the Registration Drive is being carried out. In the same way, in case there should be a breakdown in any transmission line that could affect the Project in a determined area, a repair should be sought in the shortest possible time.

The telephone company should be advised so that when asked it brings the help required of it, and gives continuous support to the communications system, so vital in this whole process, where microcomputers from all the townships are being utilized that are connected to the central computer of the Electoral Board.

Likewise there should be coordination with the police and the military so that they maintain order and security in the centers, as well as night security for the locations where the equipment is kept.

The Fire Department also should be notified so that it will be on alert.

3 PUBLICITY AND PROMOTION OF THE OPERATION

The Central Board will carry out a publicity campaign to announce the dates of the Project and to motivate the citizens to obtain their new identification cards.

The administrator of the project and zone coordinators should be attentive to citizen participation in the process, in such a way that the pulse of the activity be taken, its effectiveness measured, and efficacious recommendations be made in a timely fashion.

Under normal conditions, based on tests completed by the Operation, we estimate that the average number of identification cards that can be processed daily by each center will be 300, if the citizens turn out in big numbers. In case factors or situations arise which can adversely affect this production of cards, the Central Board should be informed immediately to take remedial action on time.

See in this manual, under “Operation’s Calendar” (part IV) the quantity of voters inscribed for municipalities, and the calendar of dates to be observed by zones, provinces and municipalities.

4 PARTICIPATION OF POLITICAL PARTIES

In an Operation of this kind, the publicity campaign generated by the Central Electoral Board will not be enough of itself to move the totality of the citizens with the right to vote to go to the registration centers.

The Board recognizes that in the this respect the political parties play a very important part in the motivation which will inspire their followers to arrive on time to obtain their new identification cards; consequently with their participation the parties share the success of the project.

For this reason, the coordinators of the Operation and the municipal secretaries, at the request of the parties, will provide at the local level the information regarding dates and places in-which the identity and electoral cards are being processed, as well as any other printed promotional material of the Operation which they have available. Personal contact and the use of loudspeakers in the local area by the political parties are always very effective.

5 ACQUISITION OF EQUIPMENT AND SUPPLIES

The administrator of the Project will need to have a person responsible for the requisition of equipment and supplies, who in turn should have an area for the receipt: control and dispatch of supplies to the provinces and from there to the municipalities.

The quantities to be acquired, as well as the determination of specifications, buying procedure, procurement, receipt, inspection, storage and distribution, must be carried out in a diligent manner and in sufficient quantities, in such a way that service to any center is not adversely affected. Among the supplies of highest priority are the diverse control forms, since they need to be designed and printed.

There follows a list of equipment and supplies required by each registration center:

Equipment and materials required in each center

- 1 camera (This ought to be inspected before sending it to make sure it functions well and that the flash works.)
- 1 background cloth - to specification
- 1 portable tripod for cloth
- 3 25 foot electrical extensions with ground plug
- 1 die
- 2 laminators
- 8 tables
- 35 chairs (minimum)
- 3 staplers
- 2 boxes of staples
- 1 carton of paper clips, containing 10 or 12 boxes
- 1 dozen ballpoint pens suitable for signing in the CEI-01 and in the ID card. (These should be tested before acquisition.)
- 1 dozen #2 lead pencils with eraser
- Forms CEI-01 (the amount needed by each center)
- Film (according to assessed need)
- Plastic for lamination (with adhesive stamps)
- 1 rubber stamp with the letter "Null" in heavy letters, not less than 3/4" high, repeated twice; the stamp being 5" wide
- 2 pillows-of not less than 6"
- 1 bottle of ink for fingerprints
- rolls of paper towels
- 1 roll of masking tape
- 1 poster with big print, which indicates "Registration Center"
- 1 poster printed with the rules for picture posing
- Forms; all that are needed for control
- 1 List of exceptions
- 1 metric tape (cloth)
- 3 Adapters for electrical outlets (with two "male" terminals to three "female")
- 1 waste basket

6 GATHERING RESOURCES

The Administrator of the Project will coordinate the recruitment of employees, and will set up effective mechanisms for their supervision, transportation, lodging and meals in the different cities and municipalities.

* Training

The training of the personnel who will work in the centers will be done by 160 Center Heads, who in their turn will be trained by 16 supervisors instructed by the management of the Operation in respect to procedures, and by technicians of the company which supplies the equipment, in respect to its functioning, installation, location, operation and maintenance, as well as for the resolution of problems. All the personnel should be assigned and in place at least one week before the commencement of the Project.

* Work Schedule

The work week for this Operation will last from Tuesday to Sunday, from 8 to 12 am and from 1 to 6 pm. The Central Board will reserve the right to extend the work schedule when the circumstances warrant it. B&d on similar experiences in other countries, we expect that Sundays will be the day. for the greatest attendance of citizens at the centers.

* Lodging

The Coordinator, in conjunction with the Central Board and the zone coordinators will make the necessary arrangements to insure the lodging of the personnel who will staff the centers in the different municipalities and provinces,

In e there is no possibility of lodging in a municipality, lodging arrangements will be made in nearby cities, and transportation provided so that the personnel can be lodged within an hour's travel distance.

* Meals

This aspect, together with lodging, is another critical dimension of the logistics required by a well coordinated plan at the local level.

On occasions it is practical and advisable for the staff not to leave the center, and to eat there (exercising care to be away from the documents to avoid damage to them). In this way there will be no need to leave the center at noon, which irritates those citizens awaiting their turn. (Once they leave some do not return. For this reason it is better to offer them seating while waiting). However, this alternative requires that someone be given the task of obtaining the meals and that they be sent at the center, and these arrangements need to be made.

Another alternative is to close the l&e at noon and to go out to buy food which will be paid for on a per diem basis, with the understanding that they will return on time. This alternative functions well in a few situations .

Another possibility is that half can go out first and the other half leave upon the return of the first group. This, certainly should not be considered when a large number of citizens is expected and the work involves controlled documents.

In one way or another, the timely delivery of meals has to be guaranteed.

Let us recall a phrase of Napoleon: “An army marches on its stomach.” And here, with very different aims, we are directing an army.

* Transportation of resources, equipment and supplies

The Coordinator of the Project should plan, obtain and provide the vehicles necessary to insure that no staff is missing from any center. In the same way, he should coordinate the distribution of equipment and supplies to all the centers in a planned fashion and to be ready for unforeseen emergencies.

7- DEAL ORGANIZATION OF A CENTER

As far as possible, the registration centers should be organized according to the diagrams included below, in such a way that there will be a logical sequencing of procedures, from one station to the next, according to this plan.

[Diagrams for the Registration Center]

Synthesis of the Operation

- Station #1 - In this station the head of the Center will verify that the documents presented by the citizen are valid.
- Station #2 - Here the CIE-01 is obtained and the citizen signs it, except in the case of error in the primary data, when it would go to Station 2-A
- Station #2- Here there will be a person ready to take care of those with errors and cases in which the CIE-01 cannot be found.
- Station #3 - In this one the citizen stamps the CIE-01 with his linger prints and on the identification card strip, when there were no errors in the primary data.
- Station #4 - Here the voter without problems with the CIE-01 is photographed and goes out to await a call to Station \$6.
- Station #5 - Here the pictures are cut and attached to the CIE-01.
- Station #6 - Here the citizens sign their card, the picture is attached to it and laminated.
- Area “A” - Area with chairs for people waiting
- Area “B” - Waiting area for those to be photographed
- Area “C” - Waiting area for signing, lamination and delivery of the new identification card.

Note that the station arrangements can be modified depending on the plugs location for the camera and the laminating machines. It is necessary however to provide three extension chords, 25 feet long, to ensure the location of the equipment would not cause the loss of the logical sequence of the stations no matter where the plugs are located.

The places where the registration centers are to be established would be set up the day before the date in which the process is to begin in each place. Several days before the initiation of registration there should be a printed sign placed in a place outside the location indicating:

CENTER FOR ID REGISTRATION

FROM _____ TO
D A T E D A T E

Every locale, before it is designated as a center, and with enough anticipation before the beginning of the operation, should be inspected and certified as having the required electrical connections, that plugs are in good condition, the wiring is adequate and also the washroom facilities. The supplies provided should include 3 adapters for electrical outlets with two “male” terminals to three “female” for those cases where the the outlet doesn’t have a ground connection needed by the camera and any other equipment.

II - PROCEDURES

Introduction

This section includes the procedures-step by step-that should be followed by each Registration Center in order to have a successful preparation and delivery of Identification and Electoral Cards.

Every person involved in this Project must raise awareness of the importance of his work in this essential process for the maintenance and strengthening of the democratic electoral system, carried out with honesty, which will guarantee all Dominican citizens properly registered in the new Electoral Registry, that they will obtain a new card in order to exercise their constitutional right to vote.

In order to accomplish this it is important for each employee to know full well all the stages of the process; what happens at each station, but especially that, once given a specific station, they should review well the specific function to be carried out there.

Each Registration Center will be assigned and will handle the registered voters from several polling stations. The polling stations assigned to each center should be printed on a visible poster at the entrance of the same. Also there should be posters throughout the municipalities indicating the location of the centers as well as the polling stations that correspond to each.

STATION # 1 HEAD OF THE CENTER REVIEWS THE DOCUMENTS' VALIDITY

All the citizens, upon arrival at the Registration Center have to go first to this station, which will be staffed by the head of the center who shall review the identification documents to determine their validity.

Step 1- a- The citizen presents his identification documents.

These documents are: voter registration and identification card.

[Diagram of both cards]

b- If the citizen does not have either of those two documents, he could present a passport or driver's license

[Diagram of both docs.]

These last two should be returned upon the completion of the registration.

c- Young citizens who do not have identification documents because they only have a birth certificate shall be referred without documents to Station #2 where they shall have instructions for their identification (see Step #8).

Step 2- The Head of the Center confirms that the documents presented are valid for identification.

If they are valid, he clips them and he takes them personally to Station #2, and asks the citizen to pass to the same station.

Step 3 - If the Center Head determines that the documents ARE NOT VALID, the person cannot continue with the registration process.

STATION #2 DATA VERIFICATION AND SIGNING OF CIE-01

The staff person in this station will have the CIE-01 forms of those registered during the February '93 drive in separate files according to the Polling Station to which the voter belongs. Upon receipt of the valid documents from the hands of the head: the process is as follows:

Step 4- The staff person shall ask the voter for the number of his Polling Station where he is registered. He shall look then for the CIE-01 form in the corresponding file, based on the documents presented, and once found, he shall verify that the primary data are correct.

- a- name and surnames
- b- number and series of the previous id card
- c- birth date
- d- birth place

Step 5- a) If the primary data is correct, the person will be required to sign the CIE-01 form in the proper box on the upper portion of the same, as shown in the following illustration. (citizens who cannot sign shall place a mark or cross in place of their name).

[Diag. of CIE-01]

IMPORTANT: Errors in the secondary data, that is, all the others that are not primary, shall not impede the continuation of the process. Errors in secondary data shall be corrected and new cards issued after the elections.

b) After the CIE-01 form is signed, the staff person attaches it with a clip (not a staple), to the person's documents, placing the CIE-01 form on top. The staff person passes the documents-called now the application (expediente) to Station #4 for the taking of finger prints (Step 11).

Step 6- If there is an error with the "primary data" the registration process is discontinued and is followed by:

The staff in this station sends the application to Station 2-A (Step 9), where there are instructions to deal with these cases, and shall invite the person to go to Station 2-A.

Step 7- When a citizen's CIE-01 form is not in the file, verify the Polling Station to which he is assigned to make sure the search is being done in the correct file. If it does not appear still, pass the person's document to Station 2-A, (Step 10), where

there are instructions for those cases, and instruct the person to go to that station.

Step 8- For young citizens sent to the Center Head to that Station without any documents because they only had their birth certificate and they turned it in when they registered, the process is as follows:

a- Ask the person for his full name and the Polling Station to which he is assigned to vote.

b The staff person will look in the file for the CIE-01 form corresponding to the name.

c- The staff person will ask then (without allowing the citizen to see what is written there) about:

- date and place of birth
- mother and father's name
- address-

d- If the person answers all the questions correctly, according to the data that appears in the form, and there are no errors, the identification has been rightly made and he shall be presented with the CIE-01 form for signing, the same as in step 5 above; the application is complete and the person goes to Station 3.

e- If, on the contrary, the citizen responds incorrectly to the required data, or if he does not know the answers, the identification process is not complete. In such a case, the person shall request another original Birth Certificate and return to the center on a different day, or to the municipality of the province indicated.

STATION #2-A TO DEAL WITH CIE-01 HAVING ERRORS IN PRIMARY DATA AND WHEN THE CIE-01 CANNOT BE FOUND

This station shall be equipped with: "Claim" forms, a "List of Exceptions," a rubber stamp to void CIE-01's with defective primary data, and forms to register the voided CIE-01's.

Step 9- Upon receipt of the applications with a CIE-01 containing errors in the primary data, the staff person shall proceed as follows:

a- He shall take the CIE-01 from the application and shall double check the nature of the error. It is important that all be aware that the process is not halted due to errors in the secondary data, in which case the application shall be taken to this Station for Correction.

b Once the staff person confirms the error (or the primary errors), he shall write on the back of the CIE-01 the appropriate corrections needed to the primary data.

If besides errors in the primary data there are errors in the secondary data the occasion should be used to correct those as well. That will be the only time in which correction to secondary data is allowed.

- c- The staff shall then take the rubber stamp marked “NULL-NULL,” ink it, and diagonally stamp the CIE-01 with it, in such a way that the stub for the card is also annulled as illustrated:

[Diag. of voided CIE-01]

- d- Once the corrections are made on the back and the CIE-01 and the stub for the card have been annulled, the staff person shall enter the name of the citizen with the number and series of his previous identification card in a special report for that purpose (“Report on CIE-01 with Errors”), making sure from that moment one that the Report and the CIE-01 are kept in a secure file.

- c Head of the Center shall receive instructions for the transmittal of these casts to a Municipal Collection Center where there shall be a process for reentering the data in order to correct incorrect registries and reproduce new CIE-01's).

- e- The citizen should be informed that after a given date (which will be made known for each municipality), there will be a Registration Center at a specific town where he shall go to complete the process. The identification documents the person presented shall be returned to him for later use.

Step 10- When the CIE-01 form for an individual cannot be found in the files and he is sent here by Station #2, the staff person shall proceed as follows:

- ai Using the documents presented by the citizen, he shall find the name in the “List of Exceptions,!! which contains the names of those persons whose registrations or re-registrations could not be entered in the Registry because they were incomplete or contained defects.

If the name appears in such List of Exceptions, a “Claim” form (held by the staff person) shall be filled out and signed by the citizen.

- b- The citizen shall be informed that after a given date (“X”) (which will be made known in each municipality), there will be a Registration Center in a given town of the province (Municipal Collection Center), to which he shall go to complete the process. The identification documents he presented shall be returned to him, to be brought to his next appearance at the Center.

- c- If the name of the citizen does not appear on the List of Exceptions he shall be asked if he registered in the February Operation, or during the most recent operation of August 17.

If he registered during the last Operation he shall be told that those forms are not yet available and that he should be on the watch for announcements indicating when and where he should go.

If, on the contrary, the person says that he registered in the February Operation, he shall fill the “Claim” form, which shall be signed by the citizen.

The citizen shall be instructed in the same way as in the case of “b” above and his documents returned.

STATION #3 FOR FINGERPRINTING

The staff person at this station shall be trained to take fingerprints of the citizens who do not have a problem in their CIE-01's and who have signed it at Station #2.

This staff person has to have a stamp pad, an ink bottle and paper towels.

Step 1 1- The citizens who have no errors in the “primary data” of their CIE-01’s and whose application was passed to this Station from Station #2, are required to stamp their finger prints on the CIE-01 as well as on the stub for the identification card, as follows:

- a- The staff person shall take out the CIE-01 form of the application and shall place it on the edge of the table in such a way that the finger prints can easily be taken. (This task requires some practice).
- b- the staff person shall take the right thumb of the citizen, press it against the ink pad and then on the space provided for the right finger prints on the CIE-01 form. The same shall be done on the space provided on the identification card “stub.”
- c- The staff person shall then take the left thumb of the same person, ink it and press it on the remaining space on the form and the identification card. The ink pad shall not have too much ink to avoid smears.
- d- The staff person shall give the person a piece of paper towel to clean his fingers and shall tell him to wait in front of the Station with Camera to be photographed.
- e- The staff person too shall clean his hands to ensure that remaining ink on his hands does not stain any documents.
- f- Finally, the staff person places the CIE-01 again on top of the application and passes it to the staff person at the Camera Station.

STATION #M STATION FOR PICTURES

BASIC INSTRUCTIONS FOR THE PHOTOGRAPHER

- a- Place a chair against the wall where the person will sit.
- b- Place the tripod with the background cloth behind the chair and neti to it.
- c- Place the camera on top of a small table, suitable for the camera, in front of the chair.
- d- Measure the distance between the backdrop and the camera lens, with the cloth measuring tape included with the supplies.

The distance has to be _____ inches.

e- Mark the floor with masking tape on the exact place that the chair legs and table shall be. In the same way mark the position of the camera on the table. In that way it will not be necessary to measure every day. Remember that to obtain good photos it is necessary to observe the distance recommended by the camera technicians,

f- Avoid placing the camera in a way that sunlight would hit the lens.

g- Remember to take the lens protective cover off before taking the pictures.

h- The following rules apply for the one being photograph&

The person cannot be photographed wearing dark sunglasses.

The person cannot wear hat nor cap .

The persons shall not have hair rollers nor turbans

Step 12- The photographer asks the citizen to sit facing the camera in order to take 2 picture

a- Before taking the pictures, the photographer shall pencil in the number of the film that he is going to use on the photo space of the person's CIE-01, as well as the sequence of the pictures corresponding to the citizen. See the following illustration:

[Diagram of film layout]

Each film has imprinted on a back corner its corresponding number, from 1 to 8 in each box.

When the first picture is taken, the first citizen's pictures would be those on the right * -marked "a." The photographer shall then make two marks with pencil on the space reserved for the picture. One mark next to the "1" and the other next to the "a" as follows:

[Diagram showing numbering of photos]

Only after making this notation is the picture taken. The citizen shall wait until the third citizen is photographed before they can process their photos.

(The next citizen's pictures shall be those on position "b," and he shall be marked (with pencil) "1-b," and the third, "1-c.")

Afterwards, when the photographer uses film number 2, he shall mark the next three persons who are photographed 2-a, 2-b, and 2-c; and so on until he has used the 8th film and returns again to the "1-a" of the neti box.

- Step 13- a- Once the photographer has taken the pictures of the three citizens allowed by the film he takes it out of the camera and waits (1) minute until the bell rings, before peeling off the picture.
- b- After the one minute is up, the photographer peels off the picture and the six photos of the three citizens are exposed, At that moment the photographer shall verify that no photo was damaged, such as in the case of a person closing his eyes.
- c- In case the pictures of a person need to be retaken, let's say due to closed eyes those two pictures shall be voided and the person's photo shall be retaken in the next film. In this case the photographer shall erase the number assigned to his picture in the CIE-01 (that's the reason for using pencil for those marks), and shall write the new number and corresponding sequence.
- Step 14- Once the photographer finishes developing the photos of each film, he passes the film with the photos and the applications of the persons being photographed to Station #5 for cutting. The citizens, in the meantime, await their turn in front of Station #6 until they are called.

SPECIAL INSTRUCTION FOR THE PHOTOGRAPHER: When the last voter of the day has been photographed and there are pictures remaining in the film, some time should pass (between 3 to 5 minutes) to see if someone else arrives. But if no one does come, the film should be developed even when the remaining pictures are wasted.

STATION #5 CUTTING THE PHOTOS

Step 15- Upon receipt of the developed film and the applications, the cutter shall verify that the CIE-01's are marked with the same number as the film but with a different sequence (a,b, c). He shall place them in the order in which he will cut the pictures: a, b and c, and shall proceed to put adhesive on the place where the pictures will be placed.

Step 16- He shall place the developed film on the cutter and shall cut the 2 "a" pictures as

[Diagram for cutting photos]

He shall then take those 2 pictures and will place one on its corresponding place on the CIE-01 marked "1-a," and the other under the paper clip of the same application.

Step 17- He shall then cut the photos in position "b" and shall do the same to application "1-b," and after that repeat the process with position "c" pictures. Finally he shall pass the completed applications with pictures to Station #6.

STATION #6 LAMINATORS AFFIX THE PHOTO TO THE NEW IDENTIFICATION CARD

There will be three staff persons at the station with two tables side by side, and with two laminating machines which shall be rotated between the three.

Step 18- One of the staff persons takes the documents and calls the citizen using the name that appears on the CE-01. The person who after being photographed has been awaiting his turn in front of the station shall sit before the caller. At that moment the staff person shall confirm, through the pictures in front of him, that the application corresponds to that citizen.

Step 19- The staff person takes out the CIE-01 from the clipped documents and asks the person to sign the identification card "stub", which is attached to the lower portion, asks them to sign in the same way that he signed above. Once the citizen signs the identification card, the staff person confirms the signatures and proceeds to detach the stub from the CIE-01. The citizens who cannot sign, shall place a mark or cross in place of their name.

Step 20- NOW the staff person folds the identification card carefully at the indicated place, takes the photo and places it on the appropriate place and holds it there. He takes a piece of plastic for lamination and places the identification card with the picture inside the plastic case. Finally he takes a "carrying case" and places the card inside it, making sure the photo is well placed and passes it through the laminating machine.

Step 21- While the identification card is being laminated, the staff person shall take a stapler and staple the picture on the CIE-01 (at the top) to avoid detachment and also staple the old voter card and identification card to the CIE-01, making sure that the CIE-01 is on top and is put away in a secure place..

Step 22- He shall now give the new identification card to the voter. And in the case that the person presented his passport or drivers licences, those shall be returned to the citizen.

Step 23- The applications for identification cards issued during a given day, kept in a secure file, shall be used to account for the identification cards issued daily, as shall be explained below.

IMPORTANT NOTE TO LAMINATORS:

In order that the identification cards be well laminated, it is very important that the equipment for lamination be at the temperature required by the supplier before they are used in the morning and after being turned off.

Do not run the risk of spoiling any identification card!

III- PHASE 2 OF THE REGISTRATION OPERATION

This second phase of the Registration Operation is directed to the completion of the process for providing new identification cards to the following citizens who have not obtained theirs.

- a) Those citizens whose CIE-01 forms contained errors in the primary data and were corrected in the back (Step 9 “d”), and sent to the Municipal Collection Centers for the issuing of a new corrected CIE-01 form.
- b) Those citizens whose CIE-01 forms did not show up in the files of the Registration Centers, but their names were in the Lists of Exceptions (Step 10 “a”), and who because of that filled out a Claim” form.
- c) Those citizens who having registered in the February 93 Operation, had no CIE-01 and were not in the Lists of Exceptions (Step 10 "c", and had a “claim” form filled out.
- d) Those other citizens registered or re-registered in the February 93 Operation who did not go to the Registration Centers during the first phase of the Project. . .
- e) Those citizens registered or re-registered between August 17 and November 19 of 1993, who have not had the opportunity to obtain their new identification and voting card.

Date for the Second Phase:

The Central Electoral Board shall decide through a resolution the dates for carrying out the Second Phase of the Registration Operation in the different regions of the country.

Procedures:

For this Second Phase only one Registration Center shall be open in each municipality (excepting in the large cities and the National District, which shall have several centers), and the same shall function under the same procedures approved for the First Phase of the Project.

Any special instructions or changes in the procedures shall be announced in a timely manner before the beginning of the Second Phase.

Publicity:

The Central Electoral Board shall give wide publicity to the dates and places where the Registration Center shall function for this Second Phase.

IV - CALENDAR (ITINERARY) FOR THE REGISTRATION OPERATION

In the following segment I present the method and criteria used in the preparation of the attached calendar which I submit for the consideration of the Central Electoral Board through the Office of IFES.

First I determined that we had 15 weeks in the three and a half months (3 1/2) available for carrying out the Project, from the beginning of October until January 16, 1994. Of those, a week is lost between Christmas, New Year and Epiphany (Jan. 6), leaving 14 weeks available. From this determination I began the analysts assessing different scenarios, as follows:

- a- Designate a uniform number of polling stations to be cared for b each center, during one week in each municipality. I had to discard this alternative due to the disproportionate number of registered voters among the polling stations in different geographic areas; this would overburden some centers and the process would not flow in a uniform manner, unravelling the whole process.
- b- I analyzed the possibility of keeping 160 cameras in the same zone, assignment the necessary polling stations according to those registered in each one, proportionately distributed. This operation was very complicated and also, the termination of the process in each zone- due to the projections made- of the registered persons who would have been dealt with by each one, would fall in mid-week in each case, which would cause great logistical problems in order to mobilize the entire process to other zones.
- c- In view of the projections that I was making, I considered it to be more prudent to project for each center a uniform number of registered voters each week. This alternative, although it is not possible to accomplish it perfectly since we do not have a listing of the number of registered by polling stations and neighborhoods, nor the proximity between them; and besides, because even having that information, it would very seldom be possible to make a proportional assignment of registered voters to each center due to the different composition of the polling stations. However, in my judgment, this is the most balanced alternative.

In order to work with this alternative, I had to analyze, in the first place, if the average number of citizens who could be handled by each center in one day could be about 300, as I was informed was the case in a trial by the Central Electoral Board. On this issue I doubt that such amount can be sustained as the average during the process throughout the country, in view of the fact that there will be unforeseen situations every day such as: electric failures, late openings of centers, lack of supplies, breakdown of equipment, absent staff, and, worst of all, lack of participation in some locations due to inclement weather or lack of motivation. Taken that into account, and even though I am certain some locations will surpass that amount, I decided to set an average of 260, that is, 1300 per week, for each center.

Even so, I strongly recommend that a trial experiment be carried out and a center be set up as realistically as possible and with the problems one would expect during one morning, in such a way that we would have a more scientific test in order to make a projection of the average number that could be handled by each Center.

d- Division of the total number of registered persons between centers with 1300 weekly:

I took the total amount of registered voters, according to the statistics prepared by the Data Center: 3,352, 048 and divided it into units of 1300 citizens, which indicated that 2578 centers working one week each would be required. I then divided that number between the 14 available weeks and the result was that 184 centers (cameras) would be needed, during each of the 14 weeks. In order to give greater flexibility to the Project I rounded off the figure to 190, but keeping in mind that some replacements would be needed in case of failure.

Based on that estimate of 190 cameras (Centers), operating one week each at each center, joining polling stations as allowed by circumstances, moving some centers 2 or 3 days to a neighborhood and 2 or 3 days to another according to need and circumstances allowing it, in theory the project could be completed by the 16th of January, 1994.

This plan would leave us, however; without time to take care of the thousand cases of claims which will remain pending from the centers, as well as the new registered voters from the August 17 to November 19th Operation

For this reason I recommend that the Project be advanced by one week and begin September 28, in such a way that during the last week the 190 cameras can be distributed through the country, one in each municipality and several in the capital and the big cities.

Final Observation:

I also suggest that there be one more day of work: 6 days a week, Tuesday to Sunday so that the first day would serve as real practice and readjustment of the process.

If later on it is seen that the registration is carried out at a faster pace than projected, the work week could be reduced to 5 days if necessary.

Finally I want to mention that the experience in Puerto Rico during 1979 and 1980, when we carried out a massive registration project, was that the day of greatest participation was Sunday, due to the fact that the citizens took advantage of being "better dressed" after leaving church to have their pictures taken.

I recommend that Sunday be not discarded, and that the centers be ready to operate until 8 pm in many places.

On a separate page the suggested calendar is enclosed.

CALENDAR (ITINERARY) FOR THE REGISTRATION PROJECT,
BASED ON 190 CAMERAS PER WEEK (EXCEPT FOR THE LAST
4 WEEKS) PROJECTION BASED ON THE ISSUING OF 260
CARDS PER CAMERA, PER DAY, OR 1300 PER WEEK PER
CENTER

V-ADDENDA

I include the drafts of the basic forms that I suggest be used in the control of the process, as follows:

1- Daily Control of citizens with identification cards, Voided CIE's and "Claims" entered - Addendum "A"

This form is the basic one for the Operation in each Registration Center where each day of the process the statistical outcome of the Project will be recorded:

a) The total number of citizens who received their identification cards. This data is obtained through the sum of the applications from voters properly registered which are found in a safe file in Station \$6 at the end of each work day.

b) Voided CIE-01's for Correction. This data is obtained by adding the Voided CIE-01 forms that are kept in a secure file at Station 2-A at the end of each work day, as they appear in the "Daily Report of Voided CIE-01's due to Errors." (Addendum "B").

c) Entered claims. Station 2-A is also responsible for keeping in a secure file all the claims entered by citizens. These are placed in two categories:

- Claims due to appearance in the List with Exceptions; and
- Claims due to a missing CIE-01 or not appearing on the List of Exceptions.

The Head of the Center shall note the numbers reported by the staffperson at Station 2-A, according to the "Daily Report of Claims" (Addendum "D"), submitted by him at the end of the day.

All the other preceding entries are totaled on the right hand side of the Report (Daily Control, Addendum "a") each day, in order to obtain the grand total of the citizens that were processed, and said total shall be transmitted by phone to the Head of the Municipal Collection Center.

At the level of the Registration Center the same form shall be used (Addendum "a") in order to enter the statistics of the number that has been processed each day until the end of the week when the columns shall be added up in order to obtain the grand total for the Operation of the Center.

The staff persons are responsible for keeping in a secure file all the weekly applications and reports, separated by days of work until they are delivered to the Municipal Collection Centers.

2- Daily Report of Voided CIE-01's due to Errors (Addendum '1b')

As the staff person in Station 2-A voids CIE-01's with errors in the primary data, he shall fill out this report, and the daily total shall be used by the Head of the Center to fill out his report, Addendum "a".

3- Claim Form (Addendum "c")

This is the form that shall be filled out at Station 2-A by each citizen that:

- appears on the List of Exceptions, or
- whose CIE-01 does not appear nor is in the List of Exceptions.

A copy of the claim is given to the citizen and the original is kept in a secure file.

4- Daily Report of Claims: (Addendum "d")

The staff person at Station 2-A, as he completes the "Claim" forms (Addendum "c"), shall write each case on this report, marking the category under which the claim falls so as to have a balanced account at the end of the work day. At the same time this control shall avoid the loss of any claim.

The totals in this report shall be used by the Head of the Center to be included in the "Daily Control of Registered Citizens," Addendum "A."

5- Report of Daily Citizen Registration (Addendum "E")

This form will be filled daily at the Municipal Collecting Center to which each Center shall report the daily number of registered citizens.

By means of this Report, each municipality shall be in a position to transmit to the Secretary of each Zone, and he in turn to the Central Electoral Board, the grand total of registered citizens during each day of the process throughout the entire country.

6- Weekly control of Registered citizens, Voided CIE-01's and Entered Claims (Addendum " F ")

At the municipal level this form shall be filled out as the reports from the "Daily control of Registered citizens..." (Addendum "A"), are received at the conclusion of the weekly operation of each Registration Center.

7- "PUBLIC ANNOUNCEMENT" (Addendum "G")

This is the recommendation for the poster, in large size, that should be placed in a visible location in each municipality, a few days before the Operation is to begin, in order to promote the process.

Each municipality shall fill out the information regarding the polling stations assigned to each Center, as well as their location and dates for the process.

8- "REGISTRATION CENTER" (Addendum 'H')

This is the other recommendation for the large poster that shall be posted at a visible location outside the place where the Registration Center shall function.

At each Center the numbers of the polling stations assigned to that Center, as well as the dates for the process at each Center shall be written with thick magic marker.

9- Besides the forms and posters described above, there shall be attendance forms, forms to control the flow of forms, requisitions and receipts for remittance and delivery of supplies and equipment, and these shall be the standard forms used by the Central Electoral Board.

The following Addenda are enclosed:

A, B, C, D, E, F, G, H