



ORGANIZATION OF AMERICAN STATES

Manual for

OAS

ELECTORAL

OBSERVATION

MISSIONS

**General Secretariat of the Organization
of American States (GS/OAS)**

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INTRODUCTION

Electoral Observations Missions (EOMs) are a political cooperation tool that the Organization of American States (OAS) has at its disposal to help strengthen the hemisphere's electoral processes, as essential components of modern democracies. The evolution of international election observation in the Americas has coincided with the strengthening of democratic governments, from the ad hoc approach to observation missions of the 1960s to the current professional, standardized approach.

In recent years, the OAS has made efforts to institutionalize the observation of electoral processes, thereby increasing its professional and technical capacity. To this end, it has prepared and published an observation methodology for the day of elections, based on international instruments and standards. It has also systematized the knowledge accumulated through the identification and exchange of best practices observed in different elections held in the region. Additionally, it has led to greater cooperation between the OAS and the various member countries as they work to perfect their own electoral systems.

It is along these lines of institutional development that the General Secretariat, for the first time, is producing a Manual for OAS Electoral Observation Missions (OAS/EOMs). This publication rigorously defines the objectives of an OAS/EOM, spells out what is being observed and how, and provides detailed procedures for organizing and implementing a mission.

This manual is specifically geared toward all those observers who participate annually in OAS Electoral Observation Missions. Deployed across the length and breadth of a country, they are the ones who provide the mission with firsthand information, not only on the day of the voting itself, but also in the days leading up to and following the election. The observers also serve as representatives of our hemisphere's democracies at each polling place they visit. Thus, the training these volunteers receive not only helps them perform their jobs well during the EOM; it also seeks to prepare them as citizens who are committed to improving and consolidating the democracies of the Americas.

José Miguel Insulza
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SECTION I

THEORETICAL FRAMEWORK
LEGAL-REGULATORY FRAMEWORK
METHODOLOGY
THE ELECTORAL PROCESS AS THE
SUBJECT OF OBSERVATION



CHAPTER I THEORETICAL FRAMEWORK

A. DEFINITIONS

1. **International Election Observation:** An international election observation can be defined as a process whereby an organized group of individuals from outside the host country systematically carries out a series of complex actions and activities to observe an electoral process in a direct, complete, and precise manner. The subject of the observation is the process.
2. **International Electoral Observation Mission:** This is the legal instrument, with its own organization, by which an international election observation is carried out.

B. CONDITIONS FOR ACCEPTING A MEMBER STATE'S INVITATION FOR AN OAS/EOM

An invitation extended by a Member State may be accepted, under the terms of the Inter-American Democratic Charter,¹ when the following requirements are met:

- a. The electoral process in question is expressly provided for in the Member State's legal regulations.
- b. Organizing and judging the electoral process are exclusively the purview of the national or federal electoral body or the state/provincial/regional body, as the case may be.
- c. The invitation from the Member State originates with the electoral body, which will send it to the Member State's Ministry of Foreign Affairs for formal presentation to the General Secretariat of the OAS (GS/OAS).
- d. The OAS/EOM is not subject to any legal or regulatory limitations.
- e. Conditions are guaranteed for security, free access to information, and broad cooperation with the OAS/EOM.

C. SPECIFIC OBJECTIVES

The specific objectives of OAS/EOMs are as follows:

1. To observe the performance of the principal actors in the electoral process in order to verify compliance with election laws and regulations in place in the host country; to analyze the development of the electoral process in the context of standards adopted by the OAS Member States; and to take note of what is observed and inform the Secretary General and the Permanent Council.
2. To work with governmental and electoral authorities, and with citizens in general, to ensure the impartiality, transparency, and reliability of the electoral process.

3. To help create an atmosphere of public trust and encourage citizen participation.
4. To serve as a channel to seek and build consensus in situations of conflict among the different participants in the electoral process, as requested.
5. To make recommendations in order to help improve the electoral system.
6. To demonstrate international support and Inter-American solidarity for the development of an electoral process that is impartial, transparent, and reliable.

D. FUNDAMENTAL PRINCIPLES

OAS/EOMs are guided by the following fundamental principles of international electoral observation²:

1. *Objectivity and neutrality.* The work of an EOM depends on its impartiality, neutrality, and independence. These basic characteristics of OAS/EOMs are reflected, among other things, in the actions of the international observers as well as in the statements and declarations of the OAS/EOM.
2. *Respect for the host country's domestic laws.* Doing the work of observation implies complete respect of the constitution and laws of the country where the electoral process is taking place. The privileges and immunities granted to international observers, such as immunity against arrests, searches and seizures, and/or legal proceedings, are intended to ensure that the international observers can act independently in carrying out their specific functions.
3. *Non-substitution of national actors in the process.* EOMs do not substitute any of the actors in an electoral process. The ultimate and exclusive responsibility for carrying out an electoral process falls on the institutions and leading actors in the host country. It is not up to international observers to approve, disapprove, or correct the decisions of the electoral authority; replace or question political party poll-watchers; or increase the human or material resources of any participant in the process, including the competent national authority, which is the only arbiter of the process.

¹ Chapter V, Inter-American Democratic Charter.

² See Annex 8, Declaration of Principles for International Election Observation and Code of Conduct for International Election Observers.



CHAPTER II LEGAL-REGULATORY FRAMEWORK

The legal framework of OAS/EOMs determines these missions' existence, regulates their operations, assigns their duties, and sets the limits of their exercise. It contains legal instruments that are binding and other provisions that are not obligatory. The rules contained in these instruments are indicated below.



A. BINDING INSTRUMENTS

1. Charter of the Organization of American States³

This treaty created the Organization of American States, which from its beginnings considered respect for democracy to be fundamental. However, it was successive reforms of the Charter that placed a high level of priority to the legal commitment to democracy in the region, along with respect for the principle of nonintervention.⁴

Firstly, it should be noted that although the OAS Charter does not include a direct mandate for observing elections in the region, it contains the basic precepts for promoting and consolidating representative democracy as one of the fundamental principles of the OAS.⁵ In this regard,

since Electoral Observation Missions serve as one of the instruments utilized by the OAS to consolidate democracy in the hemisphere, the legislation contained in the OAS Charter defines the sphere of action of OAS/EOMs.

The OAS Charter establishes respect for the principle of self-determination of peoples and fundamental rights that are free from discrimination.⁶ It also indicates that the political organization of the Member States should be based on representative democracy.⁷ It additionally establishes an important link between the consolidation of the democratic system and development; noting that extreme poverty must be eliminated to attain integral development, in accordance with the democratic principles of the Inter-American system.⁸

The Charter also confers on the General Assembly the authority to sanction governments that do not conform to the principles and standards of democratic preservation that exist in the region, establishing the mechanism for the decision to suspend a Member State.⁹

2. Inter-American System for the Protection of Human Rights

Principles on the protection of human rights—known as the Inter-American system for the protection of human and political rights—are based on the American Declaration of the Rights and Duties of Man¹⁰ and the American Convention

³ The Charter of the Organization of American States was first signed at the IX International Conference of American States, held in Bogotá, Colombia, on April 30, 1948, and entered into effect on December 13, 1951. It was later amended by the Protocol of Buenos Aires, on February 27, 1967; the Protocol of Cartagena de Indias, on December 5, 1985; the Protocol of Washington, on December 14, 1992; and the Protocol of Managua, on June 10, 1993.

⁴ This principle is contained in Article 2, paragraph b) of the OAS Charter, which was introduced during the General Assembly that approved the Protocol of Cartagena de Indias in 1985, amending the OAS Charter and introducing important rules related to representative democracy and democratic institutions.

⁵ Contained in Article 3, paragraph d) *ibid.*, related to the principles reaffirmed by the Member States; this was expanded as part of the reforms introduced by the Protocol of Cartagena de Indias.

⁶ See Article 3, paragraphs e) and l), *ibid.*

⁷ Article 2, paragraph d), *ibid.*

⁸ See Article 2, paragraph g), Article 31, and Article 45, paragraph f), *ibid.*

⁹ Article 9, *ibid.*, which was incorporated in 1992 by the Protocol of Washington.

¹⁰ The American Declaration of the Rights and Duties of Man was approved by the IX International Conference of American States, held in Bogotá in 1948, the same conference that created the Organization of American States. Historically, this was the first international agreement on human rights, predating the Universal Declaration of Human Rights, adopted six months later. Some countries, such as Argentina, have included it in the constitution, giving it constitutional standing.



CHAPTER II LEGAL-REGULATORY FRAMEWORK

on Human Rights, or Pact of San José, Costa Rica,¹¹ and form an integral part of the legal framework of OAS/EOMs

The American Declaration recognizes multiple rights including the right to vote and duty of citizens, the right to participate in government, and the duty to refrain from political activities in foreign countries. It reaffirms the intention to consolidate democratic institutions in the hemisphere and the system of personal liberty and social justice, based on respect for the essential rights of man. It also recognizes, among other things, political rights of citizens to equally participate in public affairs, the right to vote and to be elected in free and fair elections. This includes genuine periodic elections, by universal suffrage and by a secret ballot that guarantees the free expression of the will of the voters, without any limitations beyond those prescribed by law.

3. Resolutions of the General Assembly

The General Assembly is the supreme body of the OAS, and the Member States are represented therein by their ministers of foreign affairs.¹² The General Assembly issues declarations, resolutions, and recommendations.¹³ This manual refers generally to those resolutions related to the consolidation of democracy and specifically to those that substantively develop the concept of electoral observation in the hemisphere.

There are General Assembly resolutions that promote and strengthen representative and participatory democracy, while others link the concept of democracy with civil society participation, the citizen, democratic culture, and education in democratic values and practices. Additional resolutions refer to the strengthening of democratic systems, and matters relating to election campaigns, electoral technology, and political parties. Others relate to access to public information, governance, human rights, and democratic security; as well as provide a link between the concept of democracy and that of socioeconomic development.

Included in the OAS General Assembly resolutions are rules related to the observation of elections as follows:

- a. *Resolution on Human Rights and Democracy – Electoral Monitoring (1989)*.¹⁴ This is the first resolution that expressly mentions the observation of electoral processes as a means by which to strengthen democracy in the region.

It states that the basis for the observation of electoral processes is to contribute and consolidate systems that are genuinely democratic and participatory, based on respect for human rights. It makes particular reference to

the holding of transparent and periodic electoral processes that express the will of citizens, with clear respect for the principle of non-intervention contained in Article 19 of the OAS Charter. This Charter establishes that the organization and deployment of electoral observation missions will be carried out at the request of the Member States.

The resolution recommends observing the development of each period of the electoral process and the importance of conducting comprehensive observations. It also stipulates that public, periodic reports should be issued as a result of the on-site observation process. Finally, it states that, where possible, observation efforts should not affect the Organization's budget

- b. *Inter-American Democratic Charter (2001)*.¹⁵ The Inter-American Democratic Charter was approved by resolution of the General Assembly. It constitutes the most significant step forward on democracy in the hemisphere due to its precision regarding the scope of this concept. It also includes the application of collective measures for the protection of democracy and establishes the nature of electoral observation missions as instruments to strengthen democracy in the hemisphere.¹⁶

With the adoption of the Democratic Charter, observation missions were redefined. The Democratic Charter established explicitly how the missions should be carried out and how they could contribute to strengthening and developing institutions and electoral processes; bearing in mind it is the Member States themselves that are responsible for organizing and ensuring free and fair electoral processes and for requesting electoral observation missions.¹⁷

¹¹ The American Convention on Human Rights (Pact of San José) was signed at the Inter-American Specialized Conference on Human Rights, held November 7-22, 1969, in San José, Costa Rica. The Third Special Inter-American Conference (Buenos Aires, 1967) approved the incorporation of wider rules on economic, social, and educational rights into the OAS Charter, and resolved that an inter-American convention on human rights would determine the structure, competence, and procedures of the bodies in charge of this area.

¹² Article 1 of General Assembly Resolution AG/RES No. 1737 (XXX-O/00) of June 5, 2000.

¹³ Article 80, *ibid.*

¹⁴ See AG/RES. 991 (XIX-O/89), handed down at the Nineteenth Regular Period of Sessions, held in Washington, D.C., United States of America, November 13-19, 1989.

¹⁵ See AG/RES. 1838 (XXXI-O/01), *ibid.* This resolution was approved during the fourth plenary session held on June 5, 2001. However, it should be mentioned that it was adopted in Lima, Peru, on September 11, 2001. Its text is available in Annex 1 of this manual.

¹⁶ See Chapter V of the Inter-American Democratic Charter, "Democracy and Electoral Observation Missions."



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According to Chapter V of the Democratic Charter, it is up to the Member State to ask the GS/OAS to send electoral observation missions and up to the GS/OAS to determine the scope of its operations, in order to ensure its effectiveness and independence.¹⁸ Finally, the Democratic Charter establishes the obligation to present reports on the holding of free and fair elections to the Permanent Council, through the GS/OAS.¹⁹

4. Agreements Signed between the GS/OAS and the Member States

For an Electoral Observation Mission, the GS/OAS enters into two agreements with the host country; these establish the conditions for the observation process. They constitute the only legal instruments signed with the host country regulating the actions of the OAS/EOM.

- a. *Agreement on Privileges and Immunities*²⁰: This establishes the privileges and immunities that the host country grants the OAS/EOM and the international observers. It is signed by the Minister of Foreign Affairs of the host country and the Secretary General, as the first step toward the installation of an OAS/EOM. The privileges and immunities include freedom of movement and communication of the OAS/EOM within the host country; provisions related to the possession of foreign currency; those related to customs and taxes; immunity against detentions, arrests, or legal proceedings; as well as the inviolability of OAS/EOM installations and documents. Immunities are provided against illegal searches and legal proceedings in general.²¹
- b. *Agreement on the Electoral Observation Process*²²: This is signed by the host country's electoral authorities and the Secretary General prior to the installation of an OAS/EOM, and it establishes the conditions under which the electoral observation will be carried out. It details the objectives of the OAS/EOM and the functions of the international observers, ensuring not only the autonomy of the OAS/EOM but also the degree of access it has to electoral institutions and authorities, including voting centers and the vote count. This agreement may also establish that the OAS/EOMs will serve as mediator or facilitator among electoral authorities and/or any other interested party, if so requested.



B. NON-BINDING INSTRUMENTS

1. Declaration of Principles for International Election Observation²³

This instrument compiles the fundamental freedoms and political rights enshrined in universal and hemispheric instruments related to elections. It recognizes genuine democratic elections as the human right that allows for the free expression of the will of the citizens, so long as it is exercised in accordance with the rule of law and respects fundamental freedoms and other human and political rights. The declaration highlights the importance of international election observation in helping to achieve democratic elections.

It also states that international electoral observations should be public and should conduct an analysis that is impartial, professional, and focused on the process during all periods of an election, through a comprehensive, long-

¹⁷ Artículo 23, *ibid.*

¹⁸ Artículo 23, *ibid.*

¹⁹ See last part of Article 24 and Article 25, *ibid.*

²⁰ See Model Agreement in Annex 2 of this manual.

²¹ For more details about the waiver of immunities with respect to an observer, see Chapter I, Section II, of this manual, related to international observers.

²² See Model Agreement in Annex 3 of this manual.

²³ The Declaration and Code of Conduct for International Election Observers were conceived as technical instruments that as such would not be of a binding nature. However, it should be noted that the signatory organizations made a commitment to do everything possible to ensure compliance with both instruments. See Annex 8 of this manual.



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term observation using appropriate techniques. The analysis should reflect the conditions in which the election is being carried out, and its conclusions must be impartial so that the recommendations made can improve the integrity and effectiveness of the electoral process without interference. The declaration recognizes that each State is called on to determine the credibility and legitimacy of its electoral processes. It states that the role of the observation process is to report on compliance with international principles and domestic law in this area.

This declaration also determines the role of international election observation organizations in relation to the government of the host country and its national authorities (including electoral bodies), the political actors in the process, and citizens, as well as other national and international election observation organizations. It also touches on suitable qualities that members of international election observation missions should possess. In addition, it includes the minimum guarantees that must be in place so that international observation missions can perform their functions.

Finally, this declaration recognizes the substantial progress that has been made in establishing standards, principles, and commitments concerning genuine democratic elections.

2. Code of Conduct for International Election Observers²⁴

This code provides the standards of behavior for international observers. It indicates that observers' activities must be based on the principles of objectivity, transparency, and impartiality. It requires participants in a mission to be

aware of the contents of the Code and for them to behave accordingly, in order to ensure the integrity of the election observation.

Among the provisions included in the Code of Conduct are the obligation to respect national sovereignty and international human rights principles, the laws of the host country, and the authority of the electoral bodies, and the obligation to maintain strict political impartiality at all times, to not obstruct election processes, to provide appropriate identification, to maintain accuracy of observations, to refrain from making comments to the public or the media before the mission speaks, to cooperate with other international election observers, and to maintain proper personal behavior.

²⁴ The organizations that endorsed both the Declaration of Principles for International Election Observation and the Code of Conduct for International Observers at the Act of Commemoration held on October 27, 2005, at the United Nations in New York were: the African Union; Council of Europe – Parliamentary Assembly; Pacific Islands, Australia & New Zealand Electoral Administrators' Association (PIANZEA); The Carter Center; Center for Electoral Promotion and Assistance (CAPEL); Council of Europe European Commission for Democracy through Law (Venice Commission); European Commission; Pacific Island Forum; IFES; Electoral Institute of Southern Africa (EISA); International IDEA; International Republican Institute (IRI); United Nations; National Democratic Institute (NDI); Organization of American States (OAS); Organization for Security and Cooperation in Europe, Office of Democratic Institutions and Human Rights (OSCE/ODIHR); Asian Network for Free Elections (ANFREL); European Network of Election Monitoring Organizations (ENEMO); Commonwealth Secretariat; Electoral Reform International Services (ERIS); and the Inter-Parliamentary Union (IPU).



CHAPTER III METHODOLOGY



A. CRITERIA FOR ELECTION OBSERVATION

The OAS has been in the process of systematizing a series of indicators in order to: (1) provide a rigorous and objective methodological framework for election observation; (2) conduct a serious evaluation based on documented evidence from electoral processes; and (3) have at its disposal criteria for comparing elections within the same country. By having a standardized framework based on clearly defined electoral criteria, it also seeks to follow up on recommendations that the GS/OAS makes in each Electoral Observation Mission.

According to the methodology that has been designed, based on the fundamental rights provided for in the instruments of the inter-American system, democratic elections are considered to be those that have four basic components: they are inclusive, clean, and competitive, and the main public offices are filled through regular elections.²⁵ These components are broken down into 14 subcomponents, which describe the degree to which an election is democratic. These include the status of: universal and equal suffrage; the registration or civil registry; the electoral roll; polling station access; the casting of votes; the integrity of voter preferences; the faithful recording of voter preferences; the right to run for public office; equal security; equal opportunity; the right to free press and to information; freedom of association, assembly, expression, and movement; the frequency of regular elections for top national offices; and the irreversibility of election results.

This methodology and these criteria are implemented with the participation of observers who are specialized in electoral criteria who have the capacity to carry out the research and analysis necessary for each election.

The specialists in charge of implementing the methodology in each election prepare a Document of Indicators that summarizes and analyzes the status of each of these components in the host country. This summary is based on a review of the host country's constitution and the laws that provide the legal framework for holding elections, as well as any other decision handed down by the national electoral authority. The report prepared by the international observers in charge of methodology also takes into account the observations made by the OAS/EOM, especially by the Core Group and the regional coordinators deployed throughout the country (including rural and urban areas), and by the international observers who conduct observations at a statistically representative sample of polling stations in each election.

Another key instrument is the Election Day Questionnaire, which includes questions about the conditions of the process at the sample polling stations at three points during the day: the opening of the polling station, during the voting, and the closing of the polling station. Certain observations are also documented immediately following the closing of the polls. These include those relating to the transfer of materials and the transmission of results, as well as the certification of the winning candidates, among other things. On the one hand, the methodology thus has a qualitative aspect found in the laws and decisions of the electoral authority, among other documents that are central to the electoral process. At the same time, it has a quantitative aspect acquired through the use of a questionnaire, based on observations made by international observers and members of the OAS/EOM Core Group.

²⁵ For more detailed information, see "Methods for Election Observation: A Manual for OAS Electoral Observation Missions," 2007, Washington, D.C. Please see Annex 4 for information on this manual.



CHAPTER IV THE ELECTORAL PROCESS AS THE SUBJECT OF OBSERVATION

In each electoral process, three periods can be identified: the pre-electoral period, the day of the voting, and the post-electoral period. These three periods are subject to the observation carried out by OAS/EOMs.

A. PRE-ELECTORAL PERIOD

This period begins with the call for elections and ends on the day of the voting. During this period, the OAS/EOM observes the organization and the political aspects of the electoral process. This includes, for example, monitoring compliance with the election calendar. The OAS/EOM's presence during the pre-electoral period is limited by the date on which the host country issues the invitation and by the procurement of funds.

During this period, members of the OAS/EOM observe:

1. Election Laws and Regulations in Effect and their Application

During this period, the legal framework governing the electoral process is analyzed, including rules found in the constitution, laws, and other regulations of lesser standing, as well as the decisions of the electoral authority. This lays the groundwork for recommendations to be made that can help to improve the electoral system.

Election rules include those relating to the electoral process in general, such as the designation of electoral authorities, the demarcation of electoral districts,²⁶ the registration of voters and preparation of electoral rolls,²⁷ the determination of candidate slates, the registration of political parties and candidates,²⁸ standards for electoral observation, procedures for voting and counting votes, and the processing and review of complaints, among other things.²⁹

2. Duties of the Electoral Authority

The electoral authority is the institution or institutions in charge of organizing and managing the electoral process and carrying out the duties under its purview. OAS/EOMs observe the exercise of the duties described as follows:

- a. *Complying with the electoral calendar:* The election timetable is the systematic organization, by date, of the activities that make up the electoral process. OAS/EOMs observe whether these timetables are followed.
- b. *Organizing elections.* The electoral authority manages and implements the election process. It

is in charge of preparing and distributing voting materials, distributing and exhibiting the electoral roll, summoning the members of the polling stations, designating voting locations, accrediting party poll-watchers, and training staff who work for the electoral authority, among other tasks.

- c. *Registering candidates or parties.* The process of registering parties and/or candidates determines the degree of openness and transparency of elections. OAS/EOMs carefully observe this process and pay special attention to the laws governing the creation, dissolution, and operation of political parties.
- d. *Registering voters and preparing the electoral roll.* OAS/EOMs carefully observe the voter registration process, especially the accuracy of the electoral roll.
- e. *Conducting civic information campaigns and electoral training.* OAS/EOMs observe the efforts made by the electoral authorities to disseminate information related to the electoral process. It is critical for citizens to have the necessary information to be able exercise their vote responsibly, understanding the basic procedures and political options. In addition, the electoral authorities are responsible for training members

²⁶ Usually, boundaries are determined based on population census figures and/or on information provided by the voter registration process.

²⁷ This refers to the establishment of and compliance with criteria and conditions for citizen identification to determine who are able or eligible to exercise the right to vote and to keep those who do not meet the criteria from participating in the election.

²⁸ This process fulfills the right to take part in the conduct of political affairs and the right to be elected in democratic elections, contained in Article 23, paragraphs a and b, of the American Convention on Human Rights; in Article 3 of the Inter-American Democratic Charter, which indicates that access to power is one of the essential elements of representative democracy; and also in Article 25 of the International Covenant on Civil and Political Rights. The purpose of observing this process within the general election process is to identify any discriminatory or arbitrary application of national or international laws in effect in this area. It includes observation of the laws regulating the creation, dissolution, or operation of political parties, as well as the procedures included in the law for reinstating rights that have been infringed upon, in cases in which an impediment may exist for the registration of a political party or a particular candidate. A subsequent matter for consideration is how such provisions are applied to the reality of the activities carried out during the electoral process.

²⁹ This refers to procedures involving appeals of electoral matters or procedures for the processing of complaints presented during the pre-election period.



CHAPTER IV THE ELECTORAL PROCESS AS THE SUBJECT OF OBSERVATION

of the polling stations to give them the capacity to fulfill their duties.

3. Government Activities

The OAS/EOM observes how the government carries out its role of contributing to the normal development of the electoral process, in accordance with the laws in effect.

4. Activities of the Armed Forces, Law Enforcement, and Security Forces

The OAS/EOM observes the actions taken by the armed forces, law enforcement, and security forces in their role of providing a secure environment for holding elections.

5. Activities of Political Actors

OAS/EOMs observe the actions of the various political actors, taking into account their participation at different stages of the process. The missions place special emphasis on the observation of election campaigns and the various proselytizing activities. This makes it possible to conduct a complete analysis of the general climate of the campaign, the levels of media access, the dissemination of available proposals and candidate statements, and campaign financing, among other things.

6. Role of the News Media

The mission observes the standards that govern the work of the media during the electoral process and the level of access of the different contenders. Analysis is also done on the regulations that govern the dissemination of opinion polls and the companies that conduct such polls.

7. Activities of Social Organizations

The international observers take note of the activities of the social organizations that participate in the electoral process by organizing debates or conducting campaigns to promote civic education or information about the process or other types of campaigns.

B. ELECTION DAY

The day of the voting is when an OAS/EOM has the greatest visibility, since the broadest geographical deployment of international observers happens at that time. One of the main goals of OAS/EOMs is to have their members observe the voting in the greatest possible number of electoral districts and polling centers.

Over the course of the day, the international observers and regional coordinators gather the information through specially designed questionnaires.³⁰ They communicate with the mission's call center to transmit the results of the questionnaires so that these can be tabulated and consolidated. In addition, the observers maintain contact with their regional coordinators, just as the regional coordinators do with the general coordinator. This enables the OAS/EOM leadership to obtain more information about how the election is proceeding in real time.

The observation focuses on the processes involving the opening of polling stations, the voting, the vote count, and the tabulation or transmission of results to the regional and national tallying centers.

1. Voting Process

Voting is the individual, secret act by which an individual expresses his or her support or preference for a particular electoral option. The Election Day Questionnaire for International Observers is specifically designed to capture information on three time periods that are considered crucial: the installation and opening of polling stations; the progress of the voting halfway through the day; and the closing of polling stations and the vote count.³¹ The transmission of information and communicating about events that are observed takes place in real time; thus it is imperative to have a constant flow of information between the international observers and their respective regional coordinators.

On the day of the voting, the following factors are observed:

- a. Composition of polling stations (with the designated members or their substitutes)
- b. The set-up of polling stations
- c. Basic voting procedures
- d. Design of ballots and voter education level
- e. Security and access to voting centers
- f. Presence and performance of members of polling stations

³⁰ For more information on the OAS observation methodology, see the publication "Methods for Election Observation: A Manual for OAS Electoral Observation Missions." Please see annex 4 for information on this manual.

³¹ It also contains a general evaluation based on the observations made at the polling station throughout the day and on the subsequent transfer of the tally sheets, as well as an evaluation based on observations made at a polling station visited at any point during the day.



CHAPTER IV THE ELECTORAL PROCESS AS THE SUBJECT OF OBSERVATION

- g. Presence and performance of party poll-watchers
 - h. Presence and performance of other international observers.
 - i. Potential proselytizing activities at voting centers
 - j. Possible acts of intimidation, fraud, or violence
 - k. General order maintained inside and outside voting centers
 - l. Respect for the secrecy of the ballot
 - m. Number of voters registered for each polling station
 - n. Attendance and flow of voters
- c. Methods and conditions for transporting election materials, including ballot box, to the electoral authority's state, regional, and/or national voting centers and counting centers

2. Vote Counting at Polling Stations

The vote-counting process is done at the polling stations, and it includes the examination of votes to determine their validity; the counting of each vote; and the formal recording of the results on a tally sheet, in compliance with certain formalities established by the law. During this process, OAS/EOMs observe the following aspects, among others:

- a. Compliance by members of the polling station with election norms
- b. Number of valid, invalid, and/or challenged votes
- c. Legitimacy of procedures used to determine that a vote is invalid, in accordance with the host country's election laws
- d. Legitimacy of procedures used to determine challenged votes, in accordance with the host country's election laws
- e. Observers' access to the vote-counting process
- f. Access by poll-watchers and/or party delegates
- g. Security conditions during the vote count

3. Transmission and Tabulation of Results

The transmission of preliminary results consists of the communication process established between the voting centers and the counting centers set up to tabulate the election results.

The OAS/EOMs observe the transmission of the results from the polling stations to the municipal, state, or regional electoral offices and from there to the national vote-counting center. At the national center, the OAS/EOM observes the procedures used to receive and process the results (tabulation).

During this period, OAS/EOMs observe the following:

- a. Transmission and publication of results
- b. Means and conditions by which the results are transmitted to the state, regional, and/or national counting centers

C. POST-ELECTORAL PERIOD

The post-electoral period begins at the close of the voting day and ends with the official declaration of the results. During this period the definitive vote count is done, and any claims, complaints, and challenges are presented. Thus, whenever possible, OAS/EOMs designate regional coordinators and even international observers to observe this period.

The last step in this period is the declaration of final results; accordingly, the mission also observes the acceptance of the results by all those who participated in the electoral process and by the citizens in general.

Among the aspects to be observed during this period, the following bear noting:

1. Final Vote Tabulation

This refers to the verification of the preliminary results that are transmitted from the polling stations via tally sheets and then tabulated or compiled nationally. The OAS/EOM observes, among other things:

- a. Electoral authorities' compliance with election norms
- b. Number of valid, invalid, and/or challenged votes or challenged tally sheets
- c. Legality of procedures followed to determine the invalidity of a vote or tally sheet, in accordance with the host country's election laws
- d. Legality of procedures used to determine the votes that are challenged, in accordance with the host country's election laws
- e. Access of observers to the vote-counting process
- f. Access of party delegates
- g. Security conditions during the vote count

2. Electoral Dispute Resolution

During this period, electoral and judicial authorities hear complaints or requests for challenges over alleged irregularities related to the election and the vote count, and even over the tabulation of votes. It should be noted that although the OAS/EOM also receives complaints, it is the electoral authority that has the authority to rule on these matters.



CHAPTER IV THE ELECTORAL PROCESS AS THE SUBJECT OF OBSERVATION



The OAS/EOM closely follows the process by which the competent authorities handle and resolve disputes, observing the application of the laws, compliance with time frames, and the decision-making process, among other factors.

3. Post-Election Events

OAS/EOMs also observe the official declaration of results. They note the reactions of the participants during the post-electoral period, closely observing any development that could affect the political atmosphere in the host country.

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SECTION II

INTERNATIONAL OBSERVERS
STRUCTURE OF OAS/EOMS AND
DUTIES OF THEIR MEMBERS
ELECTION OBSERVATION PROCESS



CHAPTER I INTERNATIONAL OBSERVERS

A. GENERAL CONSIDERATIONS

OAS international observers are those who have an accreditation as members of an OAS/EOM, pursuant to the terms and conditions established by the Organization. All members of an OAS/EOM are considered international observers: the Chief and Deputy Chief of Mission, the Core Group specialists, the regional coordinators, and the international observers.

GS/OAS officials preferably hold key technical posts within the Core Group—such as general coordinator, press specialist, logistics specialist, administrative specialist, and electoral analysis specialist, among others. These specialists must meet the respective eligibility requirements.

During the process of selecting international observers, the GS/OAS does not discriminate against persons for any reason, including age, disability, gender, race, religion, or sexual orientation.

In the case of the international observers, the eligibility requirements described in this manual are taken into account. International observers may not participate in more than one election per calendar year, unless there is more than one election in the same country.

Without prejudice to the provisions outlined in this manual, staff members of the GS/OAS or their relatives—as well as relatives of consultants (CPRs), of elected officials of any OAS body, or of representatives or delegates of the Member States and Permanent Observers—will not be eligible to participate as international observers.³²

B. CATEGORIES OF INTERNATIONAL OBSERVERS

OAS/EOMs are made up of different types of international observers: long- and short-term observers, and observers who are residents of the host country.³³

1. Long-Term International Observers: This category corresponds to international observers who are deployed when the preliminary visit is conducted and withdrawn once the results have been declared.

2. Short-Term International Observers: This category corresponds to international observers who are deployed after the preliminary visit and withdrawn prior to the declaration of results.

3. Observers who are Residents of the Host Country: This exceptional category of international observers corresponds to those who legally reside in the host country, do not belong

to the diplomatic or consular staff of a foreign country or any other international organization, and are not citizens of the host country. These observers must meet the general criteria for eligibility, and in addition the following exclusions apply: they must not be married to a citizen of the host country; they must not have lived for more than three consecutive years in the host country; they must not have any ties to or affiliation with political organizations and/or institutions in the host country; they must not have a contract in place with any organ of the centralized or decentralized government of the host country or with any company in the host country in which the host country government has an ownership stake; nor must they have participated in any other entity that might compromise their impartiality.

C. ELIGIBILITY REQUIREMENTS

For the selection of international observers, the Deputy Chief of Mission prepares a list obtained from the observer database of the Department of Electoral Cooperation and Observation (DECO). The participation of candidates is approved by the DECO Director. The eligibility requirements taken into consideration on a preferential basis are:

1. *Natural persons.* Only natural persons may be considered international observers.
2. *Of Legal age.* International observers must have reached the legal age of adulthood as determined by the laws of the State of which they are citizens.
3. *Legally qualified.* International observers may not have been interdicted or declared legally incapable; they must not have lost their political rights; nor may they be in the process of being prosecuted in a criminal court or have been convicted of a serious crime.

³² Family members are understood to be the following persons: spouse, son or daughter, stepson or stepdaughter, father or mother, stepfather or stepmother, brother or sister, half brother or half sister, stepbrother or stepsister, uncle or aunt, nephew or niece, first cousins, father- or mother-in-law, son- or daughter-in-law, or brother- or sister-in-law.

³³ Without prejudice to the categories of international observers, when it is appropriate and necessary for the interests of the OAS/EOM, the GS/OAS may issue invitations to certain individuals who are designated as special guests and appointed by the DECO Director, taking into account the eligibility requirements laid out in this manual. Their functions will be defined by the DECO Director, and they will sign an agreement whereby they are required to fully comply with what is established in the manual. See Agreement for Special Guests in Annex 5. The number of special guests may not surpass five percent of the total number of EOM observers.



CHAPTER I INTERNATIONAL OBSERVERS

4. *Nationality.* The GS/OAS will not contract international observers who were born in or are citizens of the host country, even in the case of those who live abroad or who hold dual citizenship. There should also be a balance among the nationalities of those who make up an OAS/EOM. The percentage of OAS/EOM members from the same country should not exceed 15 percent, unless authorized by the DECO Director due to exceptional circumstances in the host country.
5. *Interests.* International observers should demonstrate interest in matters having to do with the promotion of democracy and democratic values.
6. *Public officials.* Applicants will not be eligible if at the time of the invitation they are fulfilling the duties of minister, deputy minister, director, member of congress or parliament (whether national or state/provincial), members of a national constituent assembly, or judiciary magistrates. This prohibition also extends to active members of the armed forces and security forces.
7. *Political affiliations.* Those who at the time of the invitation serve on the national board of directors of a political party will not be eligible.
8. *Professional profile.* Ideally, international observers will have professional training or experience in the social sciences.
9. *Gender.* The selection of international observers will seek to achieve gender balance.
10. *Languages.* International observers should have an advanced command, both verbal and written, of the official language of the host country.

D. STANDARDS OF CONDUCT

International observers are subject to a series of standards contained in this manual, in the Code of Conduct for International Election Observers,³⁴ in the contract documents, in the rules of the GS/OAS, and in the instructions issued by the leadership of the OAS/EOM. Complying with all these provisions is obligatory, and a failure to comply could result in the termination of the respective contracts and agreements and in ineligibility for future OAS/EOMs.

Among their obligations, members of an OAS/EOM must:

1. Carry in a visible place and at all times the valid

credentials provided by the GS/OAS and by the host country's electoral authority.

2. Use and allocate the property and resources of the OAS/EOM exclusively for its functions and purposes.
3. Comply with the instructions of their immediate supervisor, in accordance with the OAS/EOM's structure.
4. Bring any questions, concerns, or problems exclusively to the attention of their immediate supervisor.
5. Report any situation that places or could place the objectives of the OAS/EOM or of its members at risk.
6. Fulfill assigned duties promptly.
7. Inform their immediate supervisor in advance of any absences they may have to incur.
8. Remain in their work area during the entire time required.
9. Comply with the OAS/EOM's security regulations and instructions.
10. Inform their immediate supervisor about any accident or injury to themselves or any other member of the OAS/EOM in the performance of their duties, as well as any accident in which a vehicle of the OAS/EOM is involved.

E. PROHIBITIONS

Prohibited actions for members of an OAS/EOM include the following:

1. *Actions contrary to the interests of the OAS/EOM:* No-member of an OAS/EOM should act in such a way as to compromise the neutrality, professionalism, or objectives of OAS/EOMs.
2. *Failure to comply with instructions:* This includes failing to comply with instructions given by immediate supervisors in the exercise of duties of an OAS/EOM, consistent with its hierarchical

³⁴ International observers must sign the pledge to comply with the Code of Conduct for International Election Observers, contained in Annex 8 of this manual.



CHAPTER I INTERNATIONAL OBSERVERS

structure, or assuming duties which they have not been expressly authorized to perform.

3. *Dissemination of information without due authorization:* This includes making available to third parties any OAS/EOM information that has not been published officially or without prior authorization from the leadership of the OAS/EOM.
4. *Public statements:* Making public statements of any nature about any aspect of the OAS/EOM, the electoral process, or internal affairs of the host country is prohibited, whether or not such statements are made in the person's capacity as an international observer.
5. *Publication of information:* Observers are prohibited from publishing, directly or indirectly or via any means, any information about the election observation process or about the knowledge acquired through this process, for one calendar year from the day of the election in question.
6. *Communication or dealings with actors in the electoral process and with third parties:* Members of the OAS/EOM are prohibited from communicating or dealing with any actors in the electoral process who could compromise the image of strict neutrality of OAS/EOMs. These include diplomatic representatives, international organizations in the host country, and nongovernmental organizations, among others.
7. *Inappropriate use of resources:* Using or allocating property or resources of OAS/EOMs for any activity not related to the mission's functions and objectives is prohibited.
8. *Harassment:* GS/OAS standards prohibiting workplace harassment and sexual harassment, as well as their definitions, apply to the members of an OAS/EOM.³⁵

F. MEASURES FOR FAILURE TO FULFILL DUTIES AND ON PROHIBITIONS

Without prejudice to disciplinary sanctions that apply to GS/OAS staff, which are established in the General Standards to Govern the Operation of the General Secretariat and in the Staff Rules of the General Secretariat, failure by members of an OAS/EOM to comply with their duties and with the prohibitions may bring as a consequence, among other measures, a change of duties, a change in the place of deployment, or the termination of the respective contract or agreement, with a resulting immediate separation from

the OAS/EOM and ineligibility to participate in other such missions. These measures shall be taken by the DECO Director.

G. EVALUATION OF INTERNATIONAL OBSERVERS³⁶

In each OAS/EOM, the international observer's performance is evaluated through standardized forms. The following positions must be evaluated on an obligatory basis as part of the OAS/EOM. It should be noted that the evaluations will become part of the background information recorded in the database of international observers maintained by the DECO.

1. Members of the Core Group
3. Regional Coordinators
4. International Observers

The forms to be completed are the following:

1. *Form for Evaluating Core Group Specialists:* This form is used to evaluate the performance of members of the Core Group. It is administered by the Deputy Chief of Mission and later sent to the DECO Director.
2. *Form for Evaluating Regional Coordinators:* This form is provided by the general coordinator so it can be filled out by the international observers under a regional coordinator's direction.
3. *Form for Evaluating International Observers:* This form is also provided by the general coordinator and allows the regional coordinators to evaluate the international observers.

Finally, the information contained in these forms is confidentially processed and filed by the DECO, and the content is entered into the database of international observers. The performance evaluation is taken into account in the future selection of observers.

³⁵ These standards are contained in Executive Order No. 95-07, "Prohibition Against Sexual Harassment," and Executive Order No. 05-07, "Prohibition Against Workplace Harassment," and are available on the website of the Department of Legal Services, at <http://www.oas.org/legal/intro.htm>.

³⁶ See Annex 7, Model Evaluation Forms.

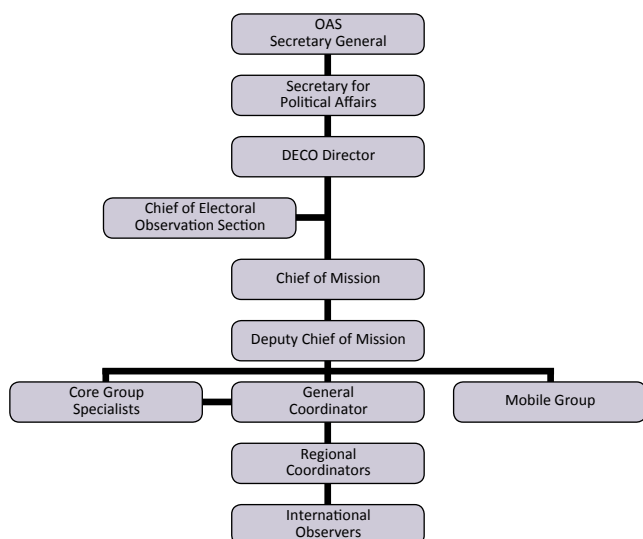


CHAPTER II STRUCTURE OF OAS/EOMS AND DUTIES OF THEIR MEMBERS³⁷

OAS Electoral Observation Missions are carried out at the request of the interested Member State.³⁸

Each OAS/EOM is organized into three groups. The Core Group is composed of the Chief and Deputy Chief of Mission, the general coordinator and specialists, along with the Mobile Group; the second group includes the regional coordinators; and the third is made up of the international observers. The leadership of the OAS/EOM consists of the Chief and Deputy Chief of Mission.

This chapter contains the duties that each member of an OAS/EOM must fulfill.



A. DECO DIRECTOR

Among the duties related to the organization of an OAS/EOM, the following should be noted:

1. Determine the general parameters of the mission: geographical scope; size and composition of the OAS/EOM; and designation of the Deputy Chief of Mission, general coordinator, and members of the Core Group, among others.
2. Review and approve the logistics plan and the budget before it is presented to donors to request funds.
3. Supervise the fundraising strategy.
4. Approve the reports and other official documents, including public statements by the Chief of Mission and press releases, without prejudice to other officials' powers and attributions as described in this manual.

B. CHIEF OF ELECTORAL OBSERVATION SECTION

This person's main function is to assist the DECO Director in carrying out his or her duties, as well as to carry out various other duties, including the following:

1. Ensure that all relevant documents of the OAS/EOM are sent to GS/OAS headquarters in Washington, D.C., and placed on file by the DECO.
2. Standardize the documents related to OAS/EOMs (terms of reference for international observers and members of the Core Group, guidelines for the final report, and others).
3. Implement projects to follow up on OAS/EOM recommendations in non-electoral periods.
4. Propose any modifications of OAS/EOMs to the DECO Director.
5. Carry out other duties assigned by the DECO Director.

C. CHIEF OF MISSION

OAS/EOMS are headed by a Chief of Mission, who is designated by the OAS Secretary General based on the person's high level of experience and sound judgment. That person will preferably be from outside the Organization. His or her duties include the following:

1. Lead the OAS/EOM.
2. Participate in the exploratory mission to the host country.
3. Work in coordination with the Deputy Chief of Mission to ensure compliance with GS/OAS standards and procedures.
4. Participate in coordination meetings with the Core Group.
5. Hold meetings with the highest electoral and governmental authorities and with actors in the electoral process.
6. Review all official reports and public statements of the OAS/EOM.
7. Present the OAS/EOM verbal report to the OAS Permanent Council.
8. Keep the Secretary General and the Secretary for Political Affairs informed, via the DECO Director, about any matters related to the OAS/EOM.

³⁷ This structure may be modified by the DECO Director based on the nature and circumstances of each OAS/EOM that the OAS Secretary General has assigned to the DECO.

³⁸ Chapter 5, Article 24, of the Inter-American Democratic Charter.



CHAPTER II STRUCTURE OF OAS/EOMS AND DUTIES OF THEIR MEMBERS



D. DEPUTY CHIEF OF MISSION

This is the highest-ranking GS/OAS official in the OAS/EOM and the person who is in charge of operational and administrative matters. This post will always be filled by a DECO specialist. The Deputy Chief of Mission is in charge of supervising the work of all members of the Core Group. He or she is designated by the DECO Director. The Deputy Chief of Mission also serves as liaison between the DECO and the OAS/EOM. His or her duties include the following:

1. Assist the Chief of Mission in complying with GS/OAS standards and procedures during the OAS/EOM.
2. Accompany the Chief of Mission on visits to the host country.
3. Keep the Chief of Mission informed about the activities of members of the Core Group, based on the reports they present.
4. Coordinate the preparation of all documents related to the OAS/EOM.
5. Prepare the Agreement on Privileges and Immunities and the Agreement on the Electoral Observation Process, and coordinate their review by the Department of Legal Services and the Department of Financial and Administrative Management Services, so that these documents can then be presented to the host country's Ministry of Foreign Affairs and its electoral authority, respectively.
6. Obtain the delegation of authority of the Secretary General for the signing of the Agreement on Privileges and Immunities and the Agreement on the Electoral Observation Process.
7. Sign, on behalf of the GS/OAS, the agreements and contracts for the purchase of goods and services for the exclusive use of the OAS/EOM, after the corresponding review by the Department of Legal Services and the Department of Financial and

Administrative Management Services, based on GS/OAS standards. These agreements and contracts should have been awarded in accordance with the relevant GS/OAS standards and procedures.

8. Prepare the final report of the OAS/EOM, which must be presented to the Permanent Council no later than three months following the Chief of Mission's verbal report to the Permanent Council.
9. Supervise the translation of the OAS/EOM final report.
10. Monitor the fundraising strategy, including the identification of potential donors, and serve as liaison between the representatives of the donor country and the GS/OAS.
11. Ensure the appropriate utilization of OAS/EOM goods and services, in coordination with the administrative specialist and the specialist of the Secretariat for Administration and Finance.³⁹
12. Approve the work plans of the Core Group specialists.
13. Manage the team of specialists who make up the Core Group.
14. Delegate and supervise these specialists' responsibilities to ensure that the duties described in this manual are carried out.
15. Receive any internal complaints about members of the OAS/EOM and convey them to the DECO Director.
16. Evaluate the performance of the members of the Core Group and present this information to the DECO Director.
17. Keep track of all relevant documents of the OAS/EOM to ensure that they are sent by members of the Core Group to GS/OAS headquarters in Washington, D.C., and ensure that they are properly placed on file so they can be used in the future.
18. Supervise the closing of the OAS/EOM.⁴⁰
19. Perform any other duties assigned by the DECO Director.

E. GROUP OF SPECIAL ADVISERS

Depending on the situation, a group of special advisers may be formed. It would be composed of high-level individuals who could advise and support the Chief of Mission, in particular, and the OAS/EOM in general.

³⁹ The specific financial procedures for OAS/EOMs, including procedures for authorizing the expenses of the OAS/EOM, are available for consultation in the Internal Financial and Administrative Manual in effect for SAP Electoral Observation Missions.

⁴⁰ See the list of tasks for the closing of an OAS/EOM, included in Annex 9.



CHAPTER II STRUCTURE OF OAS/EOMS AND DUTIES OF THEIR MEMBERS

F. CORE GROUP

The Core Group consists of a group of specialists in different areas that are of critical importance for an OAS/EOM. These specialists work on a permanent and systematic basis on the substantive issues that enable the OAS/EOM to observe the quality of the electoral process from a comprehensive perspective. These issues include, among others, electoral organization and legislation, complaints, political campaigns, political parties and civil society, electoral technology, financing, logistics, and security.

To ensure the application of GS/OAS standards and procedures, Core Group posts are preferably held by GS/OAS officials. The members of the Core Group must participate in coordination meetings with the Chief and Deputy Chief of Mission. The duties of the specialists are described as follows:

1. General Coordinator

The general coordinator is always a DECO specialist appointed by the DECO Director. The person should preferably have an educational background in social sciences and experience in GS/OAS electoral observations. Along with the Deputy Chief of Mission, the general coordinator organizes the training and deployment of the international observers, as well as the regional coordinators, and serves as liaison between the regional coordinators and OAS/EOM headquarters, receiving the coordinators' reports and comments. Among the general coordinator's duties:

- a. Prepare a work plan and present it to the Deputy Chief of Mission the day after arriving at mission headquarters.
- b. Prepare the deployment plan for the regional coordinators and international observers, in coordination with the logistics specialists and the administrative specialist. Once completed, ensure that it is sent to the Deputy Chief of Mission for approval.
- c. Organize a preliminary meeting at GS/OAS headquarters with staff members who will be participating in the OAS/EOM. This meeting will preferably include the participation of the Chief of Mission so as to be able to brief him or her on the various work plans.
- d. Approve the regional coordinators' work plans.
- e. Maintain permanent contact with the regional coordinators and send them any instructions from the Chief and Deputy Chief of Mission.
- f. Receive and systematize all reports sent by the regional coordinators during the OAS/EOM.

- g. Prepare and conduct training sessions for the regional coordinators and international observers, in accordance with the standards developed by the DECO.⁴¹
- h. Determine which members of the Core Group should participate in the training sessions.⁴²
- i. Prepare and lead the meetings in which the international observers and regional coordinators exchange experiences and opinions at the conclusion of the OAS/EOM.
- j. Ensure that the questionnaires to evaluate members of the Core Group, regional coordinators, and international observers are submitted on time and filled out properly.
- k. Forward all documents received by the regional coordinators to the Deputy Chief of Mission and ensure that these are filed with the DECO once the OAS/EOM has ended.
- l. Send the final report, in its official format, to the Permanent Council once it has been approved by the Secretary General.
- m. Be familiar with this manual.
- n. Sign and comply with the Code of Conduct for International Election Observers.⁴³
- o. Perform any other duties assigned by the DECO Director.

2. Press Specialist

The press specialist is in charge of coordinating relations between the OAS/EOM and the national and international press. The person in this post must be a GS/OAS staff member. He or she should have experience as a journalist or press specialist, an educational background in communications, and experience in press coverage and electoral observations. The person's duties include the following:

- a. Prepare a work plan and present it to the Deputy Chief of Mission the day after arriving at mission headquarters.
- b. Assist the Directors of the DECO and the Press Department in preparing the press and communications strategy for the OAS/EOM.

⁴¹ See Annex 10, Model Training Agenda.

⁴² The indicators specialist and the legal specialist always participate in this session. They train the international observers in the procedures to fill out the questionnaires, transmit its contents, and receive complaints. If necessary, during the training sessions a specialist on security issues instructs the international observers on security in the host country and on some basic security procedures.

⁴³ See Annex 8, Declaration of Principles for International Election Observation and Code of Conduct.



CHAPTER II STRUCTURE OF OAS/EOMS AND DUTIES OF THEIR MEMBERS

- c. Identify and develop contacts with the media in the host country and prepare a list of those contacts.
- d. Participate in the training of the regional coordinators and international observers.
- e. Prepare a daily summary of relevant news stories for the OAS/EOM and distribute it via e-mail to the Secretary for Political Affairs, the DECO Director, the Director of the Press Department, the Chief of Mission, the Deputy Chief of Mission, the members of the Core Group, and the regional coordinators.
- f. Prepare and publish OAS/EOM press releases, with the prior authorization of the Chief of Mission, the DECO Director, and the Press Director.
- g. For the period of time spent in the host country, ensure that all press releases are sent to the OAS Department of Press, the local media, and embassies or official representatives of the OAS Member States and donor countries.
- h. Accompany the Chief and Deputy Chief of Mission to meetings as required.
- i. When necessary, receive news summaries prepared by the regional coordinators.
- j. Organize press conferences for the Chief of Mission.
- k. Maintain contact with the OAS Department of Press.
- l. Coordinate with the Deputy Chief of Mission on the preparation of material for the OAS/EOM website.
- m. Create a packet containing all the aforementioned material and send it to the Deputy Chief of Mission once the OAS/EOM has ended.
- n. Be familiar with this manual.
- o. Sign and comply with the Code of Conduct for International Election Observers.
- p. Perform any other duties assigned by the DECO Director.

3. Electoral Organization Specialist

This specialist is the liaison between the OAS/EOM and the host country's electoral body. This specialist will preferably be a GS/OAS staff member and should have prior experience in this area. The specific duties of the electoral organization specialist include the following:

- a. Prepare a work plan and present it to the Deputy Chief of Mission the day after arriving at mission headquarters.
- b. Maintain permanent contact with the electoral authority.
- c. Analyze the issues related to compliance with the election calendar.
- d. Identify contacts with the responsible electoral authorities at the national, departmental, and

local level, and give this contact information to the Deputy Chief of Mission and the regional coordinators.

- e. Participate in the training of the regional coordinators and international observers.
- f. Prepare reports at the request of the OAS/EOM leadership or the DECO Director.
- g. Prepare a report on all activities carried out during the OAS/EOM and send it to the Deputy Chief of Mission when the OAS/EOM ends.
- h. Be familiar with this manual.
- i. Sign and comply with the Code of Conduct for International Election Observers.
- j. Perform any other duties assigned by the DECO Director.

4. Legal Specialist

This specialist should be knowledgeable about the legal framework of the electoral process, taking into account the host country's constitution, election law, and other relevant legal instruments such as regulations and resolutions issued by the electoral authority. This specialist preferably will be a lawyer with the Department of Legal Services. His or her duties include the following:

- a. Prepare a work plan and present it to the Deputy Chief of Mission the day after arriving at mission headquarters.
- b. At the request of the OAS/EOM leadership, participate in OAS/EOM meetings.
- c. Hold meetings with electoral officials and the various political actors to understand how they interpret the law and the electoral process.
- d. Analyze election law and any modifications made to it during the electoral process and, along with the other OAS/EOM specialists, advise the mission leadership about potential problems, inconsistencies, or gaps in election law, taking into account the interpretations of the electoral authorities and other political actors.
- e. Participate in the training of regional coordinators and international observers.
- f. Assist the OAS/EOM with regard to any legal problems related to the operation of the OAS/EOM that may arise in the course of its activities, taking into account the legal structure of the GS/OAS and national laws.
- g. Systematize the complaints received during the OAS/EOM.
- h. Coordinate the OAS/EOM leadership's presentation of the complaints to the electoral authorities of the host country.



CHAPTER II STRUCTURE OF OAS/EOMS AND DUTIES OF THEIR MEMBERS

- i. Prepare a final report with all the information relevant to the duties of the legal specialist during the course of the OAS/EOM, including any complaints lodged and any recommendations that may be necessary.
- j. When requested by the DECO Director, work with DECO specialists to monitor complaints lodged with the host country's electoral authorities.
- k. Be familiar with this manual.
- l. Sign and comply with the Code of Conduct for International Election Observers.
- m. Perform any other duties assigned by the DECO Director.

5. Electoral Technology Specialist

This specialist observes all aspects related to electoral technology. He or she should have broad experience in information technology and security systems, and should preferably be a GS/OAS staff member. The duties of the electoral technology specialist include the following:

- a. Prepare a work plan and present it to the Deputy Chief of Mission the day after arriving at mission headquarters.
- b. Serve as liaison between the OAS/EOM and the technical personnel of the electoral bodies in order to analyze all aspects related to electoral technology.
- c. Exchange information with the technical experts from the political parties and other international observer groups.
- d. Advise the Chief and Deputy Chief of Mission on matters related to the technological aspects of the electoral process.
- e. Prepare a report that includes all activities carried out and any observations and recommendations related to the technological aspects of the electoral system.



- f. Be familiar with this manual.
- g. Sign and comply with the Code of Conduct for International Election Observers.
- h. Perform any other duties assigned by the DECO Director.

6. Electoral Analysis Specialist

This person should preferably be a specialist from the Department of Sustainable Democracy and Special Missions of the OAS Secretariat for Political Affairs. In general, this specialist's duties include the following:

- a. Prepare a work plan and present it to the Deputy Chief of Mission the day after arriving at mission headquarters.
- b. Inform the Chief and Deputy Chief of Mission about issues relevant to the electoral process.
- c. Draft a preliminary report on the electoral situation of the host country to be included in the Informational Document for Regional Coordinators and International Observers.
- d. Analyze and monitor campaign activities carried out by the candidates and/or political parties, and produce reports on these activities for the OAS/EOM leadership.
- e. Accompany the Chief and Deputy Chief of Mission to meetings as required and prepare the corresponding informational minutes.
- f. Participate in the training of the regional coordinators and international observers.
- g. Once the OAS/EOM has concluded, present a final report that contains all relevant information obtained during the process.
- h. Be familiar with this manual.
- i. Sign and comply with the Code of Conduct for International Election Observers.
- j. Perform any other duties assigned by the DECO Director.

7. Indicators Specialist

The Indicators Specialist should be trained in the social sciences and have experience in electoral observation. This person should also have been trained by GS/OAS staff in using the methodology implemented in OAS/EOMs. The indicators specialist is responsible for preparing the Document of Indicators on the Electoral Process and coordinating the application of the OAS/EOM observation methodology, as reflected in the Election Day Questionnaire. He or she should also gather all the information collected by other members of the OAS/EOM on all relevant indicators in



CHAPTER II STRUCTURE OF OAS/EOMS AND DUTIES OF THEIR MEMBERS

order to conduct an assessment of the electoral process.⁴⁴ The indicators specialist's duties include the following:

- a. Prepare a work plan and present it to the Deputy Chief of Mission the day after arriving at mission headquarters
- b. Adapt the questionnaire in accordance with the characteristics of the process being observed.
- c. Participate in the training sessions for regional coordinators and international observers, and train them in the use of the questionnaire.
- d. Set up and manage the OAS/EOM call center, and train the personnel who will receive the information sent in by the international observers on the day of the election.
- e. Prepare the documents used to enter data, and process and present the results.
- f. Digitalize the data received at the call center.
- g. Process and tabulate the results of the questionnaire and forward them to the Chief and Deputy Chief of Mission.
- h. Collect the information gathered through the questionnaire by other members of the Core Group, regional coordinators, and international observers on election day.
- i. Based on the foregoing information, prepare the Document of Indicators on the Electoral Process.
- j. Present the Document of Indicators on the Electoral Process to the Deputy Chief of Mission within two weeks after election day.
- k. Prepare a report that includes all the activities carried out during the OAS/EOM and send it to the Deputy Chief of Mission before the conclusion of the OAS/EOM.
- l. Be familiar with this manual.
- m. Sign and comply with the Code of Conduct for International Election Observers.
- n. Perform any other duties assigned by the DECO Director.

8. Administrative Specialist

This person must be a specialist with the Secretariat for Political Affairs (SAP), and he or she is responsible for administering the resources and assets of the OAS/EOM. The administrative specialist is designated by the SAP Administrative and Financial Coordinator, in coordination with the DECO Director. The duties of the administrative specialist include the following:

- a. Prepare a work plan and present it to the Deputy Chief of Mission the day after arriving at mission headquarters.

- b. Prepare the budget, following the guidelines in the Financial and Administrative Manual for Electoral Observation Missions and in this manual.
- c. Ensure that the finances of the OAS/EOM are managed in accordance with GS/OAS standards and procedures.
- d. Coordinate the purchase of goods and services for the implementation of the OAS/EOM.
- e. Be in charge of the operational set-up of the OAS/EOM during the preliminary visit.
- f. Monitor requests to donors and the implementation of agreements with donors.
- g. Be familiar with this manual.
- h. Sign and comply with the Code of Conduct for International Election Observers.
- i. Perform any other duties assigned by the DECO Director.

9. Specialist of the Secretariat for Administration and Finance (SAF)

The Administrative Specialist is joined by a SAF specialist. This person complements the work of the administrative specialist in order to facilitate the financial process of the OAS/EOM.

10. Logistics Specialists⁴⁵

The Logistics Specialists are in charge of organizing and implementing the operational aspects of the OAS/EOM, following the guidelines established by the Deputy Chief of Mission. The logistics team is composed of at least one specialist contracted by the GS/OAS from a country other than the host country, and another from the host country. The duties of the logistics specialists include the following:

- a. Prepare a work plan and present it to the Deputy Chief of Mission the day after arriving at mission headquarters.
- b. Interview local personnel for the OAS/EOM (including secretaries, drivers, etc.).
- c. Train local personnel.
- d. Assist the Deputy Chief of Mission, the general coordinator, and the administrative specialist in the

⁴⁴ For more detail on the Document of Indicators on the Electoral Process, please refer to "Methods for Election Observation: A Manual for OAS Electoral Observation Missions," GS/OAS, 2007. Please see annex 4 for information on this manual.

⁴⁵ Annex 15 of this manual presents some considerations for the logistics plan of an OAS/EOM.



CHAPTER II STRUCTURE OF OAS/EOMS AND DUTIES OF THEIR MEMBERS

- preparation of a logistics plan and the deployment plan for the international observers.
- e. Supervise the drivers as well as the maintenance of the OAS/EOM vehicles.
- f. Supervise the installation and maintenance of the OAS/EOM communications equipment.
- g. Assist the indicators specialist in the set-up of the call center for election day.
- h. Supervise the implementation of security measures for the OAS/EOM.
- i. Be familiar with this manual.
- j. Sign and comply with the Code of Conduct for International Election Observers.
- k. Perform any other duties assigned by the DECO Director.

G. REGIONAL COORDINATORS

Regional coordinators are assigned to different regions of the host country in order to organize and supervise the work of the international observers deployed to these regions. They also serve as liaisons between the general coordinator and the international observers.

Regional coordinators must have experience as international observers. They should also have received positive evaluations. Their duties include the following:

- a. Prepare a work plan and present it to the Deputy Chief of Mission the day after arriving at mission headquarters.
- b. Participate in all training sessions organized by the OAS/EOM, including the training in financial processes led by the administrative specialist.
- c. Set up and organize the OAS/EOM in the assigned region.



- d. Establish and maintain contacts with all relevant local actors in the electoral process, including representatives of the electoral authorities; political parties and candidates; civil society groups; national and international observers; and armed forces, security forces, and law enforcement.
- e. Observe the activities of the relevant local actors in the process and report daily to the general coordinator, using the official OAS/EOM format,⁴⁶ with a copy to the DECO Director.
- f. Confirm the arrival and set-up of the international observers.
- g. Organize the logistics and observation routes for the international observers assigned to the particular region.
- h. Comply with the standards and procedures established by the GS/OAS.
- i. Instruct the international observers on the practical and procedural aspects of the OAS/EOM, including how they should conduct themselves on the day of the elections.
- j. Supervise and inform the international observers assigned to that region about the work conditions and characteristics of the area, and about instructions and information received from mission headquarters.
- k. Prepare a pre-election report on all the activities carried out during this period, using the information provided by the international observers.
- l. Forward any formalized complaint⁴⁷ to the legal specialist.
- m. Prepare a report about the day of the elections, using information gathered by the international observers.
- n. Evaluate the performance of the international observers under his or her supervision and the OAS/EOM in general, using the evaluation forms provided by the general coordinator.
- o. Participate in work sessions with the general coordinator and other members of the Core Group following election day.
- p. Give the general coordinator the final report, all other reports that have been completed, the international observers' questionnaires, and the

⁴⁶ See Annex 11, Model Report of Regional Coordinator and Core Group.

⁴⁷ See Annex 12, Complaint Form.



CHAPTER II STRUCTURE OF OAS/EOMS AND DUTIES OF THEIR MEMBERS

originals of formalized complaints within the time frames that have been set.

- q. Be familiar with this manual.
- r. Sign and comply with the Code of Conduct for International Election Observers.
- s. Perform any other duties assigned by the DECO Director.

H. INTERNATIONAL OBSERVERS

The duties of an international observer include the following:

- a. Participate in the OAS/EOM training sessions, as well as in training meetings organized by the regional coordinators.
- b. Follow the work plan established by the regional coordinators.
- c. Observe and report on the activities of the electoral authorities in the areas that have been assigned.
- d. Establish contact with the political and electoral authorities and with community organizations in the areas where the observer has been assigned.
- e. Observe and report to the regional coordinator on coverage by the local media.
- f. Observe the opening of the polls, the voting process, and the closing of the polling stations on the day of the elections.
- g. Fill out the forms and questionnaires in accordance with the guidelines established in the training sessions.
- h. Send any formalized complaint⁴⁸ to the legal specialist.
- i. Produce and give the regional coordinator a pre-election report that contains all aspects that have been observed.
- j. Evaluate the performance of the regional coordinator and of the OAS/EOM in general, using the evaluation forms⁴⁹ provided by the general coordinator.
- k. Prepare a final report that contains all aspects observed during the OAS/EOM and include the respective recommendations, within the specified time frames.
- l. Give all the aforementioned documents, reports, and questionnaires to the regional coordinator within the specified time frames.
- m. Turn in any other relevant information regarding



the observation process.

- n. Be familiar with this manual.
- o. Sign and comply with the Code of Conduct for International Election Observers.
- p. Perform any other duties assigned by the DECO Director.

I. MOBILE GROUP

This group is generally composed of DECO specialists and/or the regional coordinators, and its purpose is to anticipate the presence of the OAS/EOM throughout the entire country. This group of international observers is preferably deployed during the preliminary visit and may stay in the host country until results are officially declared. Its duties include the following:

- a. Prepare a work plan and present it to the Deputy Chief of Mission the day after arriving at mission headquarters.
- b. Conduct an on-site monitoring of the electoral process in the regions that are assigned.
- c. Establish direct contacts with authorities in the assigned regions, including electoral officials, representatives of political parties, and members of community organizations.
- d. Make recommendations for areas that require the OAS/EOM's attention.
- e. Prepare proposals for work plans and deployment plans for the regional coordinators assigned to their regions. These proposals will be handed in to the general coordinator.

⁴⁸ See Annex 12, Complaint Form.

⁴⁹ See Annex 7, Evaluation Form.



CHAPTER II STRUCTURE OF OAS/EOMS AND DUTIES OF THEIR MEMBERS

- f. Prepare reports on the on-site monitoring of the electoral process in the regions assigned by the general coordinator.
- g. Be familiar with this manual.
- h. Sign and comply with the Code of Conduct for International Election Observers.⁵⁰
- i. Perform any other duties assigned by the DECO Director.

⁵⁰ See Annex 8, Declaration of Principles for International Election Observation and Code of Conduct for International Election Observers.



CHAPTER III THE ELECTION OBSERVATION PROCESS⁵¹

OAS Electoral Observation Missions are generally present during the three stages of the electoral process: the pre-election stage, the day of the voting, and the post-election stage. Following are the various phases and the activities required for the deployment of an OAS/EOM for an electoral process.

A. INITIAL PHASE

The initial phase of an OAS/EOM begins when the Member State asks the OAS Secretary General to send an Electoral Observation Mission and ends when the OAS/EOM is set up in the host country. The Secretary General instructs the DECO to begin organizing the OAS/EOM.

This phase includes tasks⁵² such as:

1. Designating the Chief and Deputy Chief of Mission
2. Preparing the proposal and budget for the donor countries
3. Naming the members of the Core Group
4. Preparing the list of international observers
5. Organizing the preliminary mission

In this stage, the general coordinator, under supervision of the Deputy Chief of Mission, prepares the list of international observers. The list is presented to the DECO Director for authorization of the final selection.

The OAS/EOM proposal includes the essential elements that characterize each OAS/EOM in particular, taking into account the observation methodology of the GS/OAS, the electoral context, and information about the objectives, work plan, and preliminary budget of the OAS/EOM. The proposal is prepared by the Deputy Chief of Mission and is reviewed and approved by the DECO Director.

The draft budget is prepared by the administrative specialist. This task should be done in coordination with the Secretariat for Administration and Finance and under the supervision of the Deputy Chief of Mission, who forwards it to the DECO Director for review and approval.

Given that OAS/EOMs are funded by donor countries, letters and the proposal that has been prepared are sent at this point to the OAS Member States and Permanent Observers, following the procedures established by the GS/OAS. The Deputy Chief of Mission is responsible for following up on the requests.

Without prejudice to the provisions of Article 25 of the Inter-American Democratic Charter, prior to the set-up of an OAS/EOM, one or more exploratory missions are conducted. These serve to determine the conditions under which the elections will be held, ascertain logistical needs,

and establish the general parameters of the OAS/EOM. Exploratory missions may be one of the following two types, among others:

1. Advance mission: This type of mission, of a logistical nature, is composed of the administrative specialist and one specialist chosen by the GS/OAS Office of Procurement Services. During this visit, possible locations are identified for offices and for the international observers' lodging, and the logistical and budgetary needs of the OAS/EOM are established.
2. Preliminary mission: This type of mission, of a technical-electoral nature, is composed of the Chief of Mission, the DECO Director, the Deputy Chief of Mission, the Electoral Analyst and the Press Specialist, among others. The installation of the OAS/EOM takes place with this first visit of the OAS/EOM.

The preliminary mission initiates contact with the various actors who participate in the electoral process, including government officials, electoral authorities, representatives of political parties or movements, representatives of civil society, and members of the diplomatic community.⁵³

The results of the preliminary mission are summarized in a report that lays the groundwork for the preparation of the deployment plan and logistics plan.

The logistics plan is the document that establishes, among other things:

1. Location of OAS/EOM offices
2. Procurement of supplies and materials, as well as transportation and lodging for the international observers
3. Management of relations with suppliers
4. Storage and transport of equipment and materials

The Informational Document⁵⁴ for International Observers is prepared by the General Coordinator. It contains a summary of all the relevant information regarding the electoral process.

⁵¹ See Annex 17, Flow Chart for Electoral Observation Process.

⁵² For more information on the initial tasks of an OAS/EOM until the observers' arrival in the country, see Annex 16, Flow Chart for Invitation and Arrival of OAS/EOM Observers.

⁵³ See Annex 13, Model Preliminary Visit Agenda

⁵⁴ See Annex 14, Documents of Electoral Observation Missions.



CHAPTER III THE ELECTION OBSERVATION PROCESS

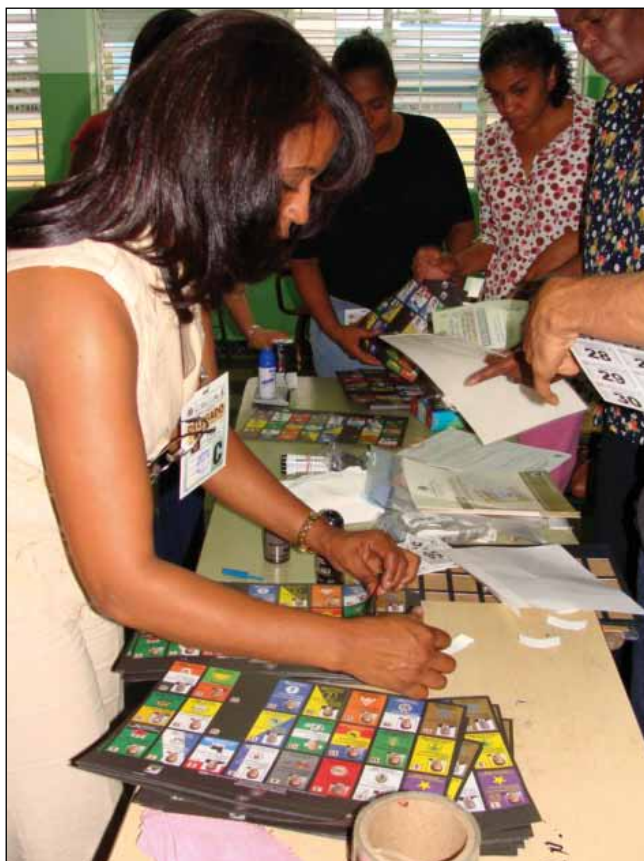
This stage also includes the preparation of the Agreement on Privileges and Immunities⁵⁵ and the Agreement on the Electoral Observation Process.⁵⁶ The Deputy Chief of Mission drafts the agreements and has their contents reviewed by the Department of Legal Services and the Department of Financial and Administrative Management Services.

The Agreement on Privileges and Immunities is signed by the host country's Minister of Foreign Affairs and the Secretary General. The Agreement on the Electoral Observation Process is signed by the host country's election authority and the Secretary General. If the Secretary General is not the person who signs these agreements, he or she should process a Delegation of Authority for the appropriate signature.

Finally, copies of the agreements should be placed on file by the Deputy Chief of Mission, along with other documents that are relevant to the OAS/EOM, and the originals should be sent to the GS/OAS Secretariat for Legal Affairs as repository of treaties and agreements.

B. SET-UP PHASE

An OAS/EOM enters into the set-up phase once the members of the Core Group and the Mobile Group arrive in the



country. The headquarters of the OAS/EOM is established at that time.

During this phase, the deployment plan is prepared. This proposal indicates the method of deploying international observers to the different geographical areas of the host country. The following factors should be considered in preparing the plan: availability of resources, size of host country, geographical characteristics, type of elections, areas that could present potential problems, and other considerations of a socioeconomic or ethnic nature, as well as any other determining factors.

With the assistance of the general coordinator and the logistics specialist, the Deputy Chief of Mission drafts the deployment plan for the consideration and eventual approval of the DECO Director and the Chief of Mission. The deployment plan should take into account that international observers should arrive with plenty of time to be trained and deployed to the assigned region.

Once the Core Group has been set up, the regional coordinators arrive. Subsequently, the international observers are installed.

The first activity organized with the regional coordinators and international observers is the training session.⁵⁷ It provides the opportunity to complement information contained in the Informational Document prepared for that purpose.

The training includes the following information:

1. *Election observation and methodology of OAS/EOMs*: The international observers receive information about the theoretical and practical aspects of international election observation, specifically about the observation work of the GS/OAS. They receive training in the objectives of OAS/EOMs, the principles involved, and the importance of the role of the international observer, among other things. In the training session the international observers are coached in how to proceed during the observation, the methods and tools used to gather information (how to fill out the questionnaires), the observation strategy and press strategy, and the conduct that should be followed to receive complaints.

⁵⁵ See Annex 2, Model Agreement on Immunities and Privileges.

⁵⁶ See Annex 3, Model Agreement on Observation Process.

⁵⁷ See Annex 10, Model Training Agenda.



CHAPTER III THE ELECTION OBSERVATION PROCESS

2. *Electoral process*: This covers information on the characteristics of the particular electoral process being observed, including issues related to the political, legal, and electoral context, as well as the various actors involved in the process (electoral officials, political parties, candidates, etc.).
3. *Logistics*: The international observers are also trained in logistical and organizational issues involving OAS/EOMs. These include deployment plans, communication and coordination among the observers and their regional coordinators, procedures for the installation of regional offices, management of resources, and security plans, as well as any financial or logistical aspect in general.

Finally, once the international observers have been deployed to their designated areas, they receive a special training session with their respective regional coordinators. The international observers receive information on the practical and procedural aspects of the OAS/EOM electoral observation in the respective region. These meetings provide the opportunity for new international observers to be instructed on how to conduct themselves on the day of the elections, how to approach the polling stations and the authorities, and how to conduct the necessary interviews to gather the information required.

C. OBSERVATION PHASE

Prior to voting day, the OAS/EOM observes the transfer of the various election materials (polling booths, ballots, machines, etc.) to the places where they remain under guard until the polling stations are set up. The observation conducted on the day of the election follows the GS/OAS methodology. This stage includes observation of the following:

1. Set-up of the polling stations and opening of the polls
2. How the day and the voting proceed
3. Closing of the polls
4. Vote count at the polling stations
5. Transmission and tabulation of the votes

Apart from the role as an observer, the OAS/EOM has the function of receiving formal complaints⁵⁸ about the process, i.e. information, evidence, or documents on the alleged commission of a crime or offense related to the electoral process.

An international observer who receives a complaint should verify the identity of the complainant⁵⁹ and receive the respective evidence to support the allegation the person is making. Once the complaint is received, the international

observer should give it to the legal specialist. Any other information related to alleged irregularities in the process will be duly reported and catalogued as a complaint.⁶⁰

A record should be kept that includes the allegations and complaints presented to the OAS/EOM as well as those lodged directly with the electoral authorities and/or the government.

D. FINAL PHASE

During this stage, the information obtained during the observation in the host country is processed, leading to concrete results and final comments. The withdrawal of the international observers begins, and activities get underway to evaluate the electoral process that has been observed. The analysis is done through the following activities:

1. Working meetings: Once the election-day observation is over, the members of the OAS/EOM share their observations in a meeting led by the Chief and Deputy Chief of Mission and the DECO Director. Depending on the structure of the OAS/EOM, one meeting is held only with the short-term international observers and another with the regional coordinators and long-term international observers.
2. Presentation of reports of the OAS/EOM members: All members of the OAS/EOM are required to present reports. International observers assigned to a specific region should send in the Election Day Questionnaires for International Observers to their regional coordinators, so these can serve as input for the report that each coordinator presents to the general coordinator. Reports by the members of the Core Group should be sent to their supervisors.
3. Evaluation of the OAS/EOM members: This is done based on a form⁶¹ the international observers and regional coordinators use to evaluate each other. They also do an evaluation of the OAS Electoral Observation Mission. Members of the Core Group who are not GS/OAS staff are evaluated by the Deputy Chief of Mission.

⁵⁸ See Annex 12, Complaint Form.

⁵⁹ If the complainant so requests, the OAS/EOM keeps the person's identity confidential.

⁶⁰ It is important to stress that the OAS/EOM does not have jurisdictional authority. The role of the OAS/EOM is to receive complaints and to monitor their timely handling by the competent authorities in the host country.

⁶¹ See Annex 7, Model Evaluation Forms.



CHAPTER III THE ELECTION OBSERVATION PROCESS



4. Departure of the OAS/EOM from the host country: The departure of the international observers occurs gradually, in the following order: first the international observers, then regional coordinators, and finally, members of the Core Group. Since the post-election period continues until the official declaration of results, in most elections some members of the Core Group, the Mobile Group, and/or regional coordinators remain in the host country until this last stage has concluded.

The administrative specialist and logistics specialists are those responsible for ensuring that the international observers comply with the final administrative steps, such as providing an accounting of expenses and returning the vests and equipment, as well as ensuring that they receive their payments and return to their respective countries on the anticipated dates. If international observers remain in the host country after their official departure date, once they are no longer international observers, they do so of their own accord and under their entire responsibility.

The logistical closing of the OAS/EOM also takes place at this stage. This is the responsibility of the respective specialists, who must ensure that they carry out the following duties:

1. Receipt and inventory of vests and equipment: All members of the OAS/EOM must turn in their vests and equipment to the logistics specialists. The destination of the equipment is agreed on in advance, and thus should be established in the agreement between the donor and the GS/OAS.
2. Terminate local contracts: The administrative specialist is the person responsible for settling and terminating any contracts with local personnel and settling any pending accounts of the OAS/EOM.

During this period, the following reports should be presented:

1. Verbal Report: This is presented by the Chief of Mission and/or the DECO Director to the OAS Permanent Council.
2. Final Report: This is prepared by the Deputy Chief of Mission within the three-month period following the presentation of the verbal report to the Permanent Council. The Deputy Chief of Mission sends the report to the Chief of Mission for review and then to the DECO Director for preliminary approval. This document is presented to the OAS Secretary General for consideration and approval, and is then sent to the Permanent Council for distribution.
3. Closing Financial Report: The OAS/EOM is considered closed once all financial and administrative matters have been resolved and the verbal report and final report have been presented to the Permanent Council.



ANNEX 1: INTER-AMERICAN DEMOCRATIC CHARTER

ANNEX 2: MODEL AGREEMENT ON PRIVILEGES AND IMMUNITIES

ANNEX 3: MODEL AGREEMENT ON OBSERVATION PROCESS

ANNEX 4: METHODS FOR ELECTION OBSERVATION: A MANUAL FOR OAS ELECTORAL OBSERVATION MISSIONS

ANNEX 5: AGREEMENT FOR SPECIAL GUESTS

ANNEX 6: AGREEMENT FOR INTERNATIONAL OBSERVERS

ANNEX 7: MODEL EVALUATION FORMS

1. MODEL EVALUATION FORM FOR CORE GROUP SPECIALISTS
2. MODEL EVALUATION FORM FOR INTERNATIONAL OBSERVERS
3. MODEL EVALUATION FORM FOR REGIONAL COORDINATORS
4. MODEL EVALUATION FORM FOR OAS/EOMs

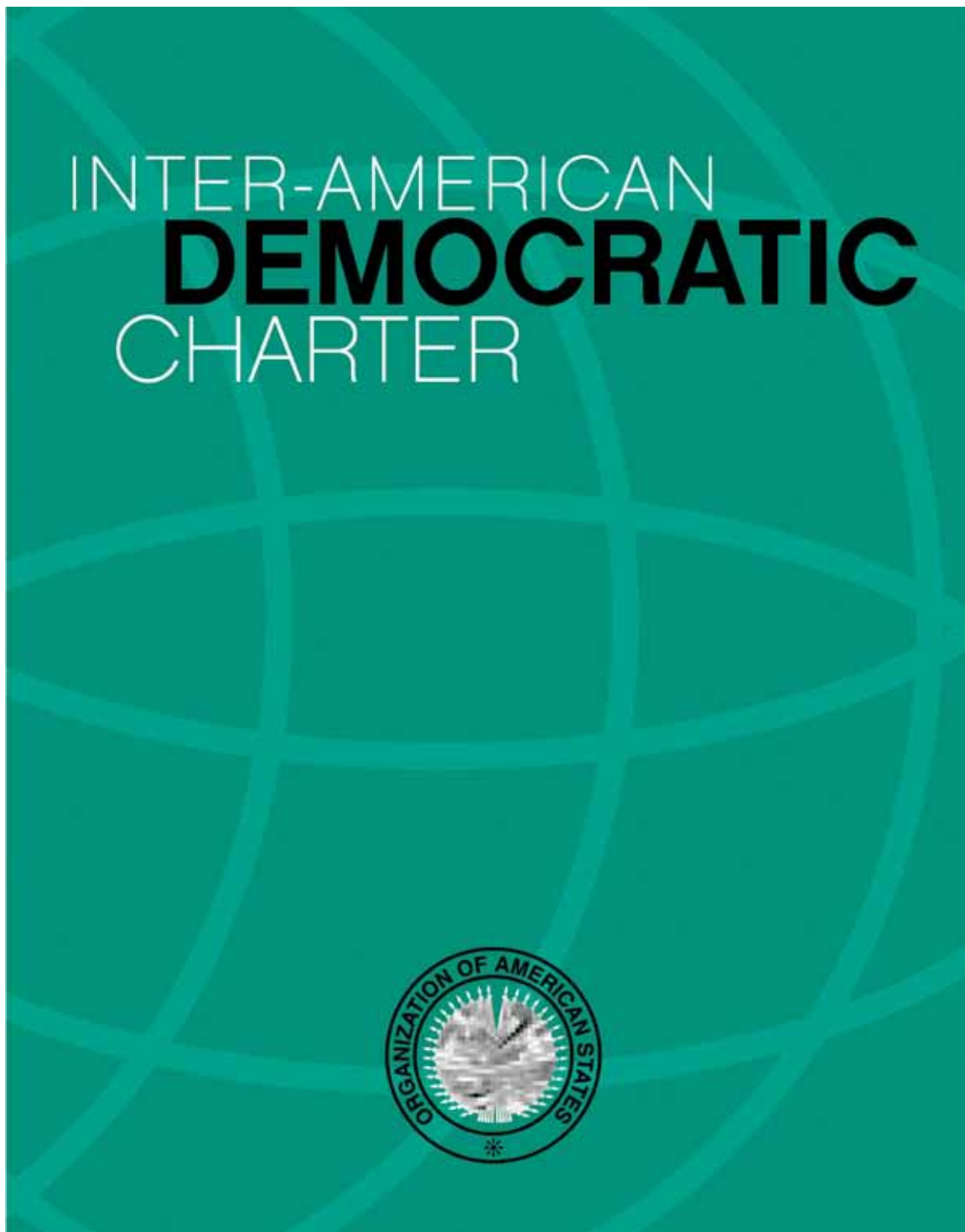


SECTION III: ANNEXES

- ANNEX 8: DECLARATION OF PRINCIPLES FOR INTERNATIONAL ELECTION OBSERVATION AND CODE OF CONDUCT FOR INTERNATIONAL ELECTION OBSERVERS
- ANNEX 9: CHECKLIST FOR THE CLOSING OF THE OAS/EOM
- ANNEX 10: MODEL TRAINING AGENDA
- ANNEX 11: MODEL REPORT OF REGIONAL COORDINATOR AND CORE GROUP
- ANNEX 12: COMPLAINTS FORM
- ANNEX 13: MODEL PRELIMINARY VISIT AGENDA
- ANNEX 14: DOCUMENTS OF ELECTORAL OBSERVATION MISSIONS
- ANNEX 15: CONSIDERATIONS FOR LOGISTICS PLAN
- ANNEX 16: FLOW CHART FOR THE INVITATION AND ARRIVAL OF OAS/EOM OBSERVERS
- ANNEX 17: FLOW CHART FOR THE ELECTORAL OBSERVATION PROCESS
- ANNEX 18: OUTLINE FOR FINAL REPORT



ANNEX 1 INTER-AMERICAN DEMOCRATIC CHARTER





ANNEX 2 MODEL AGREEMENT ON PRIVILEGES AND IMMUNITIES⁶²

AGREEMENT BETWEEN THE GENERAL SECRETARIAT OF THE ORGANIZATION OF AMERICAN STATES AND THE GOVERNMENT OF [HOST COUNTRY] ON THE PRIVILEGES AND IMMUNITIES OF OBSERVERS OF THE [TYPE OF ELECTIONS] TO BE HELD ON [DATE]

The Parties to this Agreement, the General Secretariat of the Organization of American States (hereinafter the GS/OAS) and the Government of [HOST COUNTRY] (hereinafter the Government),

WHEREAS:

The Government of [HOST COUNTRY], in a communication sent to the OAS Secretary General on [DATE], requested the sending of an OAS Electoral Observation Mission (hereinafter the Mission) for the [TYPE OF ELECTIONS] to be held on [DATE];

The GS/OAS accepted the invitation in a note dated [DATE] and has established an OAS Group of International Observers to carry out an Electoral Observation Mission in [HOST COUNTRY] for the [TYPE OF ELECTIONS] to be held on [DATE];

The Mission will be composed of officials of the GS/OAS and international observers contracted by the GS/OAS to participate in the Mission;

Article 133 of the OAS Charter provides that: “The Organization of American States shall enjoy in the territory of each Member such legal capacity, privileges, and immunities as are necessary for the exercise of its functions and the accomplishment of its purposes”; and

The privileges and immunities enjoyed by the OAS, the GS/OAS, and its staff and property in [HOST COUNTRY], in addition to the provisions of the OAS Charter, whose instrument of ratification was deposited by the Government of [HOST COUNTRY] on [DATE], are set out in the Agreement on Privileges and Immunities of the Organization of American States, adopted on [DATE], whose instrument of accession was deposited by the Government of [HOST COUNTRY] on [DATE];

HAVE AGREED AS FOLLOWS:

CHAPTER I

PRIVILEGES AND IMMUNITIES OF THE GROUP OF OAS INTERNATIONAL OBSERVERS

ARTICLE 1

The privileges and immunities of the OAS Group of International Observers for the [TYPE OF ELECTIONS] to be held on [DATE] in the Republic of [HOST COUNTRY] shall be those accorded to the OAS, to its organs, and to its staff and property, pursuant to the provisions of Articles 133, 134, 135, and 136 of the OAS Charter, whose instrument of ratification was deposited by the Government of [HOST COUNTRY] on [DATE].

ARTICLE 2

The property and effects of the OAS Group of International Observers, located in any part of the territory of [HOST COUNTRY] and in possession of any person, shall enjoy immunity against any type of judicial proceeding, save in those specific cases for which said immunity is expressly waived. However, it is understood that said waiver of immunity shall not have the effect of subjecting any such property and effects to any type of measure of execution.

ARTICLE 3

The premises occupied by the OAS Group of International Observers shall be inviolable. Moreover, its property and effects, in any part of the territory of [HOST COUNTRY] and in possession of any person, shall enjoy immunity against search and seizure, confiscation, expropriation, and against any form of intervention, be it executive, administrative, judicial, or legislative.

⁶² This agreement may vary depending on the Member State involved.



ANNEX 2 MODEL AGREEMENT ON PRIVILEGES AND IMMUNITIES

ARTICLE 4

The files of the OAS Group of International Observers and all of the documents pertaining to it or in its possession shall be inviolable wherever they are located.

ARTICLE 5

The OAS Group of International Observers shall be:

- a) Exempt from any internal taxation, it being understood, however, that they may not claim any type of tax exemption that is in fact remuneration for public services;
- b) Exempt from any type of customs duty, prohibition, and restriction in respect of articles and publications that they may import or export for their official use. It is understood, however, that the articles they import duty-free may be sold in the host country only in accordance with conditions agreed upon with the Government; and
- c) Exempt from being affected by tax ordinances, regulations, or moratoriums of any kind. Moreover, they may have currency of any type, carry their accounts in any foreign currency, and transfer their funds in foreign currency.

CHAPTER II

MEMBERS OF THE OAS GROUP OF INTERNATIONAL OBSERVERS

ARTICLE 6

The members of the OAS Group of International Observers (hereinafter the Observers) shall be those persons who have been duly designated by the OAS Secretary General and accredited with the authorities of [HOST COUNTRY].

ARTICLE 7

For the period during which the Observers exercise their functions and during their trips to and from [HOST COUNTRY], the Observers shall enjoy the following privileges and immunities:

- a) Immunity from personal detention or arrest and immunity from any type of legal proceeding in respect of their actions and statements, be they oral or written, done in the performance of their functions;

- b) The inviolability of all papers and documents;

- c) The right to communicate with the GS/OAS via radio, telephone, satellite, or other means, and to receive documents and correspondence through messengers or in sealed pouches, enjoying for that purpose the same privileges and immunities accorded to diplomatic mail, messages, and pouches;

- d) The right to utilize, for their movements throughout the national territory, any means of transportation, be it by air, by water, or over land;

- e) Exemption, in respect of their persons and that of their spouses and children, from any type of immigration restriction and registration of aliens and any type of national service in [HOST COUNTRY].

- f) The same privileges accorded to representatives of foreign governments on official temporary missions in respect to possible foreign-currency restrictions.

- g) The same immunities and privileges in respect of their personal baggage as are accorded to diplomatic envoys; and

- h) Such other privileges, immunities, and facilities as are compatible with the foregoing, and enjoyed by diplomatic envoys, with the exception that they shall not enjoy any exemption from customs duties on imported merchandise (that is not part of their personal effects) or sales taxes or consumer taxes.

ARTICLE 8

The provisions contained in the preceding article do not apply to nationals of [HOST COUNTRY] working as local staff in the Mission, except in respect of acts performed or statements issued in the exercise of their functions.

ARTICLE 9

The Mission may establish and operate in the territory of [HOST COUNTRY] an independent radio communications system to provide an ongoing communications link connecting the Observers and the vehicles used by the Mission with the Mission's regional offices and headquarters; between the regional offices and the Mission's central headquarters; and between the latter and the headquarters of the GS/OAS in Washington, D.C. To this end, the Government shall provide any necessary technical and administrative support.



ANNEX 2 MODEL AGREEMENT ON PRIVILEGES AND IMMUNITIES

CHAPTER III

COOPERATION WITH THE AUTHORITIES

ARTICLE 10

The Observers shall cooperate with the relevant authorities of [HOST COUNTRY] to prevent any occurrence of abuse in respect of the privileges and immunities accorded. Similarly, the relevant authorities of [HOST COUNTRY] shall do whatever possible to provide the cooperation requested of them by the Observers.

ARTICLE 11

Without prejudice to the privileges and immunities accorded, the Observers shall respect the laws and regulations existing in [HOST COUNTRY].

ARTICLE 12

The Government and the OAS Secretary General shall take any measures necessary to procure an amicable arrangement in the proper settlement of:

- a) Any disputes that may arise in contracts or other questions of private law; and
- b) Any disputes to which any of the Observers may be parties with respect to matters in which they enjoy immunity.

CHAPTER IV

NATURE OF PRIVILEGES AND IMMUNITIES

ARTICLE 13

The privileges and immunities are granted to the Observers in order to safeguard their independence in the exercise of their functions of observing the [TYPE OF ELECTIONS] to be held on [DATE] in [HOST COUNTRY], and not for personal gain or to perform activities of a political nature in [HOST COUNTRY].

Thus, the OAS Secretary General shall waive the privileges and immunities of any Observer in the event that he determines, in his discretion, that the exercise of said privileges and immunities may obstruct the course of justice

**FOR THE GOVERNMENT
OF [HOST COUNTRY]:**

and so long as such waiver does not prejudice the interests of the OAS.

CHAPTER V

IDENTIFICATION

ARTICLE 14

The Government recognizes the “official travel document” issued by the GS/OAS as a valid and sufficient document for purposes of travel by the Observers.

The Government of [HOST COUNTRY] shall provide each of the Observers with an identity document, which shall include the person’s full name, position or rank, and a photograph. The Observers will not be obligated to hand over said document but to show it whenever the authorities of [HOST COUNTRY] so require.

CHAPTER VI

GENERAL PROVISIONS

ARTICLE 15

This Agreement may be amended by mutual consent of the Government and the GS/OAS

ARTICLE 16

This Agreement shall enter into force on the date of its signature and shall cease to have effect once the Observers have completed their work with respect to the entire electoral process, in accordance with the terms of the invitation issued by the Government of [HOST COUNTRY].

IN WITNESS WHEREOF, the undersigned do hereby sign this Agreement, in duplicate, on [DATE OF SIGNING].

The Electoral Authority and the General Secretariat of the Organization of American States (hereinafter the GS/OAS),

WHEREAS:

On [DATE OF INVITATION] the [ELECTORAL AUTHORITY] requested that the Secretary General of the Organization of American States (hereinafter the Secretary General) send an OAS Observation Mission (hereinafter the Mission) with the

**FOR THE GENERAL SECRETARIAT
OF THE ORGANIZATION
OF AMERICAN STATES:**



ANNEX 3 MODEL AGREEMENT ON OBSERVATION PROCESS⁶³

**AGREEMENT
BETWEEN
[THE ELECTORAL AUTHORITY]
AND
THE GENERAL SECRETARIAT OF THE ORGANIZATION OF AMERICAN STATES
ON THE ELECTORAL OBSERVATION PROCESS IN THE
[TYPE OF ELECTIONS] TO BE HELD ON [DATE OF ELECTIONS]**

purpose of observing the electoral process with respect to the elections to be held in [NAME OF HOST COUNTRY] on [DATE];

In Resolution AG/RES. 991 (XIX-O/89), the OAS General Assembly recommended to the Secretary General that “when a member state so requests in the exercise of its sovereignty, missions should be organized and sent to said state to monitor the development, if possible at all stages, of each of its electoral processes”;

Article 24 of the Inter-American Democratic Charter states: “The electoral observation missions shall be carried out at the request of the member state concerned. To that end, the government of that state and the Secretary General shall enter into an agreement establishing the scope and coverage of the electoral observation mission in question. The member state shall guarantee conditions of security, free access to information, and full cooperation with the electoral observation mission....”; and

In a note dated [DATE OF NOTE], the GS/OAS accepted the invitation from [HOST COUNTRY] and arranged to send an OAS Electoral Observation Mission (hereinafter the Mission) to [HOST COUNTRY] with the objective of observing the [TYPE OF ELECTIONS] to be held on [DATE],

THE PARTIES AGREE AS FOLLOWS:

First: Guarantees

- a) The [ELECTORAL AUTHORITY] shall guarantee the Mission access to all facilities for the adequate fulfillment of the observation of the elections in [HOST COUNTRY], in accordance with the relevant laws and standards of [HOST COUNTRY] and the terms of this Agreement.
- b) The [ELECTORAL AUTHORITY] shall guarantee that its authorities will be duly instructed so that the International Observers are granted complete access to all of its installations, as well as to timely information regarding the development and progress of the election calendar.
- c) The [ELECTORAL AUTHORITY], on the day of the elections, shall guarantee the Mission access to voting stations, from the installation of the polling stations until the official count is tabulated nationally.

Second: Information

- a) The [ELECTORAL AUTHORITY] shall furnish the Mission with all information having to do with the organization, direction, and supervision of the electoral process. The Mission will be able to request of the [ELECTORAL AUTHORITY] any information as is necessary for the exercise of its functions, and the [ELECTORAL AUTHORITY] shall provide such information promptly.
- b) The Mission shall inform the relevant authorities about any irregularities or interference which it may observe or about which it may learn. Similarly, the Mission shall be able to request information from the relevant authorities regarding any measures that may have been taken with respect to such irregularities.

⁶³ This agreement may vary depending on the Member State involved.



ANNEX 3 MODEL AGREEMENT ON OBSERVATION PROCESS

- c) The relevant authorities shall provide the Mission with information related to the electoral rolls and other computerized electoral data referring to the same. Similarly, they shall provide all other information relative to the computer systems used on election day, and will offer demonstrations of the systems' operations to the Mission.
- d) The [ELECTORAL AUTHORITY] shall guarantee the Mission access to all electoral bodies responsible for vote counting. Similarly, the [ELECTORAL AUTHORITY] shall permit the Mission to conduct any evaluations the Mission deems necessary of the voting system and of the communications utilized to transmit electoral results. At the same time, the [ELECTORAL AUTHORITY] must guarantee the Mission complete access to the complaints process and quality controls that occur before and after the electoral process.
- e) The [ELECTORAL AUTHORITY] shall guarantee the Mission access to all polling stations throughout the national territory of [HOST COUNTRY].
- f) The [ELECTORAL AUTHORITY] shall guarantee the Mission access to information on the provisional tabulation and the final tabulation of results, and shall guarantee access by members of the Mission to the respective vote counting centers, as well as copies of documents printed electronically.

Third: General Provisions

- a) The GS/OAS shall communicate to the President of the [ELECTORAL AUTHORITY] the names of the persons who will comprise the Group of International Observers, who will be duly identified with an identification credential issued by the GS/OAS and by the [ELECTORAL AUTHORITY], produced especially for the Mission.
- b) The Mission shall act impartially, objectively, and independently in the fulfillment of its mandate.
- c) The Secretary General shall send the President of the [ELECTORAL AUTHORITY] a copy of the Mission's final report.
- d) The [ELECTORAL AUTHORITY] shall make known

FOR THE ELECTORAL AUTHORITY:

and disseminate the contents of this Agreement among all electoral bodies responsible for the electoral process.

Fourth: Privileges and Immunities

No provision of this Agreement shall be construed as a waiver of the privileges and immunities enjoyed by the OAS, any of its organs, their staff, and their property under the OAS Charter, whose instrument of ratification was deposited by the government of [HOST COUNTRY]; the Agreement on Privileges and Immunities of the Organization of American States, adopted on May 15, 1949, whose instrument of accession was deposited by the Government of [HOST COUNTRY] on [DATE]; the Agreement between the Government and the GS/OAS on the Operation of the Office of the GS/OAS in [HOST COUNTRY] and on its Privileges and Immunities, signed on [DATE]; and the Agreement on Privileges and Immunities of the OAS Group of International Observers related to the electoral process in [HOST COUNTRY], signed on [DATE].

Fifth: Resolution of Disputes

The Parties shall attempt to resolve through direct negotiations any disputes arising in relation to the interpretation and/or implementation of this Agreement. If such a resolution should not be possible, the matter shall be resolved through any procedure agreed to by the Parties.

Sixth: Entry into Force and Termination

This Agreement shall enter into force upon the signature of the Parties' duly authorized representatives and shall remain in effect until the Mission has concluded all of its duties related to the electoral process in [HOST COUNTRY].

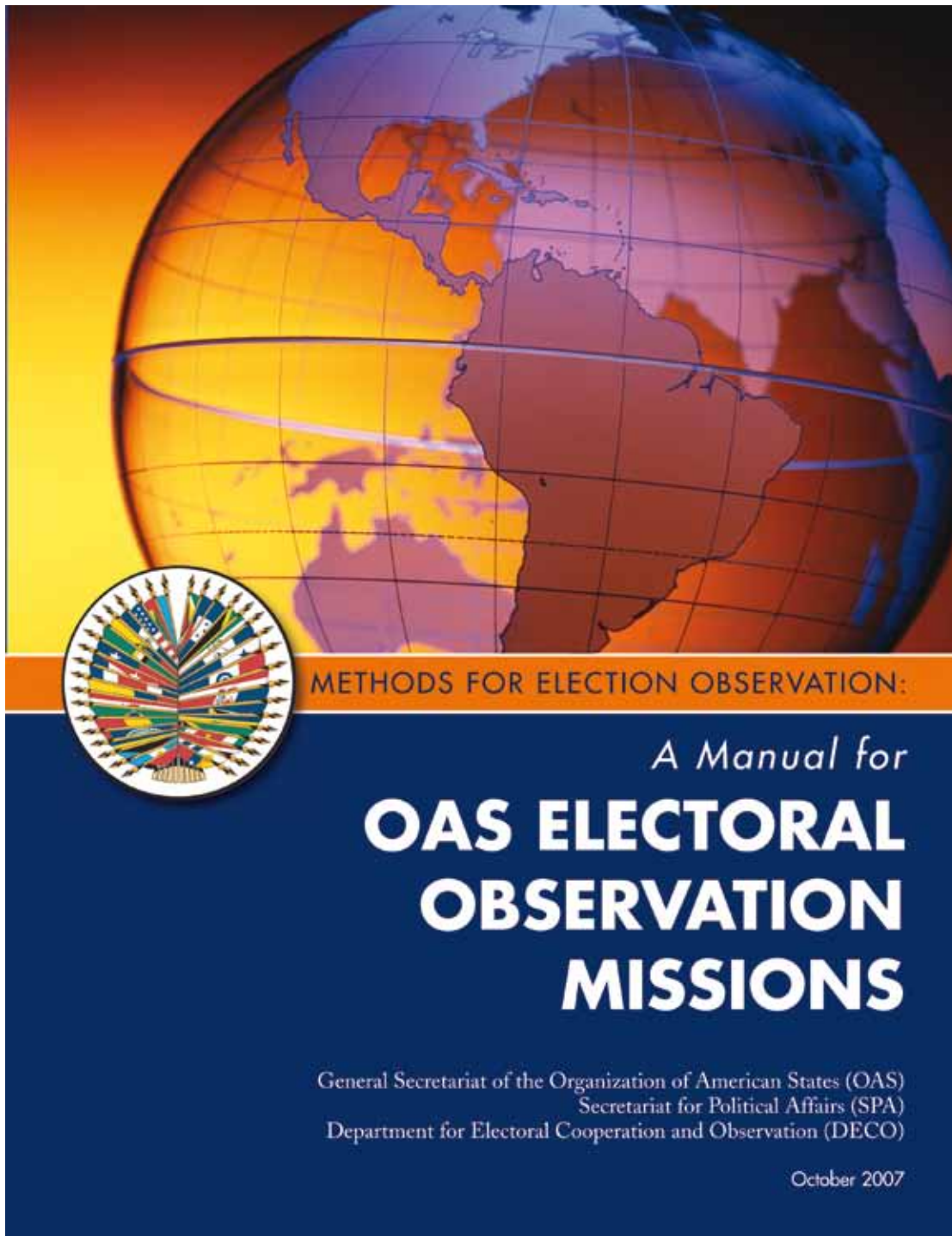
This Agreement may be terminated by either Party without cause by means of written notice to the other Party, no less than five days prior to the termination date.

IN WITNESS WHEREOF, the representatives of the Parties, being duly authorized to this effect, sign this Agreement in equally valid duplicates at [LOCATION OF THE SIGNING] on [DATE OF THE SIGNING].

**FOR THE GENERAL SECRETARIAT
OF THE ORGANIZATION
OF AMERICAN STATES:**



ANNEX 4 METHODS FOR ELECTION OBSERVATION: A MANUAL FOR OAS ELECTORAL OBSERVATION MISSIONS





ANNEX 5 AGREEMENT FOR SPECIAL GUESTS

I, _____, a citizen of _____, an employee of _____, bearer of Passport No. _____, and residing at _____, hereby declare the following:

1. I have been designated by the General Secretariat of the Organization of American States (GS/OAS) to participate as a Special Guest in the OAS Electoral Observation Mission (OAS/EOM), on the occasion of _____ [write in the electoral process to be observed]. The period of my participation is for _____ days, beginning on _____ and ending on _____.
2. I certify that in the event that I am a public official, I have the authorization of my government, or the governmental entity to which I belong, to participate as a Special Guest of the OAS/EOM.
3. I have read the Manual for OAS Electoral Observation Missions (the Manual), which is an integral part of this Agreement, and in my capacity as Special Guest, I pledge to fulfill any functions that the Director of the Department of Electoral Cooperation and Observation (DECO) of the GS/OAS may assign me.
4. The following prohibitions specifically apply to me:
 - a. Acting in a way that could compromise the neutrality, professionalism, or objectives of the OAS/EOM.
 - b. Failing to comply with assigned duties, or assuming duties I have not been expressly authorized to perform.
 - c. Disseminating information about the OAS/EOM that has not been published officially or without prior authorization from the OAS/EOM leadership.
 - d. Making public statements of any kind, whether or not in my capacity as Special Guest, on any aspect of the OAS/EOM, the electoral process, or the host country's internal affairs.
 - e. Establishing communication with actors in the electoral process or with third parties which could compromise the image of strict neutrality of the OAS/EOM; these include diplomatic representatives, international bodies, and nongovernmental organizations, among others.
- f. Using or allocating property or resources of the OAS/EOM to perform any activity not related to the functions and objectives of the OAS/EOM.
- g. Publishing any information, directly or indirectly, via any means, on the electoral process observed by the OAS/EOM or on the experience or knowledge acquired during the course of the OAS/EOM, for a period of one calendar year from the date of the vote in question.
 - (1) In the event that I fail to comply with the provisions of this paragraph, the GS/OAS may bring legal action against me in any court, in any country the GS/OAS chooses, in order to have legal measures imposed against me and to obtain compensation that includes the costs of the legal proceeding and attorney fees.
 - (2) If the GS/OAS files a legal action against me in any court for failure to comply with the provisions of this paragraph, I will accept and will not challenge the jurisdiction and competence of the court chosen by the GS/OAS with respect to my person or my property.
5. I understand and accept that failure to comply with the provisions included in this Manual and in this instrument, as well as any act of insubordination, shall constitute just cause for my immediate separation from the OAS/EOM.
6. I am neither an employee nor a contractor with the GS/OAS, and I will receive no compensation whatsoever for my participation in the OAS/EOM as a Special Guest.
7. I recognize the privileges and immunities enjoyed by the GS/OAS, its staff, and its property, and with the exception of the provisions of Paragraph 4.g, any dispute in relation to this Agreement should be resolved through conversations with representatives of the GS/OAS or, failing that, through arbitration in Washington, D.C., pursuant to the Arbitration Rules of the United Nations Commission on International Trade Law (UNCITRAL).

Name and Signature

Date:
Place:



ANNEX 6 AGREEMENT FOR INTERNATIONAL OBSERVERS

1. I, _____, a citizen of _____, bearer of Passport No. _____, and residing at _____, accept the offer of the General Secretariat of the Organization of American States (GS/OAS) to join the OAS Electoral Observation Mission (OAS/EOM) as an International Observer, on the occasion of _____ [write in the electoral process to be observed]. The period of my participation is for _____ days, beginning on _____ and ending on _____.
2. I certify that I meet the eligibility requirements laid out in the Manual for OAS Electoral Observation Missions (the Manual), which is an integral part of this Agreement, and that in the event that I am a public official, I have the authorization of my government, or the governmental entity to which I belong, to participate as an International Observer in the OAS/EOM.
3. I have read the Manual and in my capacity as International Observer, and pursuant to the needs of the OAS/EOM and instructions from my supervisors in the OAS/EOM, I specifically pledge to meet the following obligations:
 - a. Participate in the training sessions of the OAS/EOM, as well as in the training meetings organized by the regional coordinators.
 - b. Sign the “ The Code of Conduct for International Election Observer” and comply with the provisions in the documents contained in the “Declaration of Principles for International Election Observation and Code of Conduct for International Election Observers.”.
 - c. Carry, in a visible place and at all times, the valid credentials provided by the GS/OAS and by the electoral authority of the host country.
 - d. Remain in my work area for the entire time required and inform my immediate supervisor in advance about any necessary absence I may have to incur.
 - e. Follow the work plan established by the regional coordinators.
 - f. Follow the instructions of my immediate supervisor.
 - g. Inform my immediate supervisor of any situation that places or could place the objectives of the OAS/EOM and/or its members at risk.
 - h. Bring any questions, concerns, or problems exclusively to the attention of my immediate supervisor.
 - i. Comply with the security rules and instructions of the OAS/EOM.
 - j. Inform my immediate supervisor about any accident or injury to my person or to another member of the OAS/EOM in the fulfillment of my functions, as well as about any accident involving an OAS/EOM vehicle.
 - k. Establish contact with the political and electoral authorities and with civil society organizations in the assigned geographical area.
 - l. Observe and inform my immediate supervisor about activities of the electoral authorities in the assigned geographical area.
 - m. Observe and inform my immediate supervisor about the coverage of the local press.
 - n. Produce and give to my immediate supervisor a pre-election report that includes all aspects observed.
 - o. Observe the opening and development of the voting process and the closing of polling stations on the day of the elections.
 - p. Fill out the forms and questionnaires in keeping with the guidelines established in the training sessions.
 - q. Send any formalized complaint to the OAS/EOM legal specialist.
 - r. Evaluate the performance of the regional coordinator and of the OAS/EOM in general, using the evaluation forms provided by the general coordinator.
 - s. Prepare a final report that contains all aspects observed during the OAS/EOM and include the respective recommendations, within the specified time frames.
 - t. Turn in to my immediate supervisor all the aforementioned documents, reports, and questionnaires within the specified time frames.
 - u. Provide any other relevant information regarding the observation process.



ANNEX 6 AGREEMENT FOR INTERNATIONAL OBSERVERS

4. The following prohibitions specifically apply to me:
- a. Acting in a way that could compromise the neutrality, professionalism, or objectives of the OAS/EOM.
 - b. Failing to comply with instructions given by my immediate supervisor in the exercise of duties of the OAS/EOM, or assuming duties I have not been expressly authorized to perform.
 - c. Disseminating information about the OAS/EOM that has not been published officially or without prior authorization from the OAS/EOM leadership.
 - d. Making public statements of any kind, whether or not in my capacity as International Observer, on any aspect of the OAS/EOM, the electoral process, or the host country's internal affairs.
 - e. Establishing communication with actors in the electoral process or with third parties which could compromise the image of strict neutrality of the OAS/EOM; these include diplomatic representatives, international bodies, and nongovernmental organizations, among others.
 - f. Using or allocating property or resources of the OAS/EOM to perform any activity not related to the functions and objectives of the OAS/EOM.
 - g. Publishing any information, directly or indirectly, via any means, on the electoral process observed by the OAS/EOM or on the experience or knowledge acquired during the course of the OAS/EOM, for a period of one calendar year from the date of the vote in question.
- (1) In the event that I fail to comply with the provisions of this paragraph, the GS/OAS may bring legal action against me in any court, in any country the GS/OAS chooses, in order to have legal measures imposed against me and to obtain compensation that includes the costs of the legal proceeding and attorney fees.
- (2) If the GS/OAS files a legal action against me in any court for failure to comply with the provisions of this paragraph, I will accept and will not challenge the jurisdiction and competence of the court chosen by the GS/OAS with respect to my person or my property.
5. I understand and accept that failure to comply with the provisions included in this Manual and in this instrument, as well as any act of insubordination, shall constitute just cause for the termination of this Agreement and my immediate separation from the OAS/EOM. In the event that the purpose of my visit to the host country is my participation in the OAS/EOM as an International Observer, I will voluntarily leave the host country no later than twenty-four hours following the respective notification by the leadership of the OAS/EOM. In no case shall the GS/OAS be obligated to effect the payment mentioned in the sixth clause of this Agreement after the day of termination of my participation in the OAS/EOM.
6. I am neither an employee nor a contractor of the GS/OAS, and I will receive no compensation whatsoever for my participation in the OAS/EOM. Nevertheless, the GS/OAS will cover the reasonable cost of my international travel, any local travel necessary to carry out the functions that have been assigned to me, as well as a living allowance equivalent to US\$_____ per day for the period of my participation.
7. I recognize the privileges and immunities enjoyed by the GS/OAS, its staff, and its property, and with the exception of the provisions of Paragraph 4.g, any dispute in relation to this Agreement should be resolved through conversations with representatives of the GS/OAS or, failing that, through arbitration in Washington, D.C., pursuant to the Arbitration Rules of the United Nations Commission on International Trade Law (UNCITRAL).

FOR THE GENERAL SECRETARIAT OF
THE ORGANIZATION OF AMERICAN STATES:

Signature

Name and Position

Date:
Place:

FOR THE VOLUNTEER INTERNATIONAL
OBSERVER:

Signature

Name and Position

Date:
Place:



ANNEX 7 MODEL EVALUATION FORMS

1. MODEL EVALUATION FORM FOR CORE GROUP SPECIALISTS



Organization of American States

Department of Electoral Cooperation and Observation Evaluation Form Core Group Specialists

Name of specialist: _____
Position in Core Group: _____
Nationality: _____
OAS/EOM in which the specialist is participating: _____

1.- Specialist's interest in electoral processes	High	Medium	Low
2.- Level of motivation/dedication	High	Medium	Low
3.- How would you characterize the specialist's level of expertise in his or her area of work?	High	Medium	Low
4.- Is the specialist able to work on a team?	Yes	No	
5.- Does the specialist work well under stress?	Yes	No	
6.- Was the specialist able to work independently?	Yes	No	
7.- Has the specialist been willing to abide by GS/OAS standards and procedures in the performance of his or her duties?	Yes	No	
8.- Is the specialist open to criticism or suggestions?	Yes	No	
9.- Does the specialist meet his or her responsibilities professionally and on time?	Yes	No	
10.- Was the specialist able to find solutions to and manage any problems that arose?	Yes	No	
11.- Are there negative aspects about the specialist and/or to the quality of his or her work?	Yes	No	
12.- Would you recommend the specialist for future OAS/EOMs?	Yes	No	
Additional comments:			

DEPUTY CHIEF OF MISSION:

Signature: _____

Name: _____

Date: _____



ANNEX 7 MODEL EVALUATION FORMS

2. MODEL EVALUATION FORM FOR INTERNATIONAL OBSERVERS



Organization of American States

**Department of Electoral Cooperation and Observation
Evaluation Form
International Observers**

Name of observer: _____

Nationality: _____

OAS/EOM in which he or she is participating: _____

1.- Observer's interest in electoral processes	High	Medium	Low
2.- Level of motivation/dedication	High	Medium	Low
3.- Level of understanding of the electoral process	High	Medium	Low
4.- Willingness to work within a team	Yes	No	
5.- Willingness to do field work	Yes	No	
6.- Willingness to work in changing or uncertain circumstances	Yes	No	
7.- Is the observer willing to attend training sessions?	Yes	No	
8.- Is the observer willing to follow the instructions indicated?	Yes	No	
9.- Does the observer have the qualities it takes to solve problems?	Yes	No	
10.- Is the observer interested in participating in another OAS/EOM?	Yes	No	
Why?			
11.- Do you think the observer could eventually perform the functions of a regional coordinator?	Yes	No	
12.- Does the observer have any special qualities that stand out among the areas that make up the OAS/EOM?	Yes	No	
What qualities?			
13.- What languages does the observer speak?	Spanish/English	French/Portuguese	
14.- Are there any negative aspects about the observer and/or the quality of his or her work?	Yes	No	
What negative aspects?			
15.- Would you recommend the observer for participation in another OAS/EOM?	Yes	No	
Additional comments:			

REGIONAL COORDINATOR:

Signature: _____

Name: _____

Date: _____



ANNEX 7 MODEL EVALUATION FORMS

3. MODEL EVALUATION FORM FOR REGIONAL COORDINATORS



Organization of American States

Department of Electoral Cooperation and Observation Evaluation Form Regional Coordinators

Name of regional coordinator: _____

Nationality: _____

OAS/EOM in which he or she is participating: _____

1.- Coordinator's interest in electoral processes	High	Medium	Low
2.- Level of understanding of the electoral process	High	Medium	Low
3.- Coordinator's level of knowledge about social-political current affairs	High	Medium	Low
4.- Do you consider your coordinator to be a good team leader?	Yes	No	
5.- Does the coordinator communicate easily?	Yes	No	
6.- Does the coordinator get along well with people?	Yes	No	
7.- Does the coordinator resolve unexpected changes practically and efficiently and solve problems?	Yes	No	
8.- Did the coordinator introduce him or herself to you and explain your role as an observer?	Yes	No	
9.- Did the coordinator review the forms with you and explain how to fill them out?	Yes	No	
10.- Was the coordinator willing to clear up any concerns you had?	Yes	No	
11.- Did you feel secure while you were under the coordinator's responsibility?	Yes	No	
12.- Was the logistical and operational support provided by your coordinator (hotel stay, orientation on the city and on operations, etc.) efficient?	Yes	No	
If No, how could it be improved?			
13.- Do you think your coordinator's conduct and experience were adequate to handle the job?	Yes	No	
14.- Are there any negative aspects about the coordinator and/or the quality of his or her work?	Yes	No	
If so, what are they?			
15.- Would you recommend the coordinator for participation in a future OAS/EOM?	Yes	No	
Additional comments:			

INTERNATIONAL OBSERVER

Signature: _____

Name: _____

Date: _____



ANNEX 7 MODEL EVALUATION FORMS

4. MODEL EVALUATION FORM FOR OAS/EOMS



Organization of American States

Departamento para la Cooperación y Observación Electoral
Formulario de Evaluación de la Misión de Observación Electoral

Name of observer: _____

Nationality: _____

OAS/EOM being evaluated: _____

MANAGEMENT OAS-WASHINGTON		
1.- If you wrote or called the DECO, did you receive a response to your request? (Respond only if you wrote or called.)	Yes	No
2.- How many days in advance did you receive the invitation?		
3.- Did you receive timely and helpful support in obtaining a visa? (Respond only if you requested help with your visa.)	Yes	No
4.- Was the information you received regarding the OAS/EOM clear?	Yes	No
5.- Did you receive your itinerary on time?	Yes	No
LOGISTICS		
1.- Was there someone waiting for you when you arrived?	Yes	No
2.- Did you have the contact information for the person in charge of logistics?	Yes	No
3.- Was your hotel reservation in line with what had been agreed to in advance?	Yes	No
4.- Did you receive your accreditation on time?	Yes	No
5.- Were the vehicles adequate for the job?	Yes	No
6.- Did the driver who was assigned to you know the area?	Yes	No
7.- Did the driver drive carefully?	Yes	No
8.- What logistical aspects of the OAS/EOM would you improve?	Yes	No
FINANCES		
1.- Did someone explain to you how and when you would be paid?	Yes	No
2.- Did someone explain that you should bring a certain amount of money to cover your initial costs while you were waiting for your cash advance?	Yes	No
STRUCTURE		
1.- Do you understand clearly the functions of the Core Group?	Yes	No
2.- Did you know what your responsibilities were?	Yes	No
3.- Were you familiar with the structure of the OAS/EOM, including the procedures to report information?	Yes	No



ANNEX 7 MODEL EVALUATION FORMS

SECURITY		
1.- Did you feel safe during your participation in the OAS/EOM?	Yes	No
2.- Were you informed about what to do in case of contingencies?	Yes	No
GENERAL EXPECTATIONS		
1.- Did the OAS/EOM meet your expectations?	Yes	No
2.- What aspects do you think could be improved?		
ADDITIONAL COMMENTS		

INTERNATIONAL OBSERVER

Signature: _____

Date: _____



ANNEX 8 DECLARATION OF PRINCIPLES FOR INTERNATIONAL ELECTION OBSERVATION AND CODE OF CONDUCT FOR INTERNATIONAL ELECTION OBSERVERS

DECLARATION OF PRINCIPLES
FOR INTERNATIONAL
ELECTION OBSERVATION

and

CODE OF CONDUCT
FOR INTERNATIONAL
ELECTION OBSERVERS

Commemorated October 27, 2005, at the United Nations, New York



ANNEX 9 CHECKLIST FOR THE CLOSING OF THE OAS/EOM

DEPARTMENT FOR ELECTORAL COOPERATION AND OBSERVATION [HOST COUNTRY/YEAR] ELECTORAL OBSERVATION MISSION

CLOSING-OFF CHECKLIST

Before completing this form, make sure the administrative specialist of the OAS/EOM has completed the OAS/EOM general checklist with respect to the agreements and reports for donors.

Once the OAS/EOM has ended, the Deputy Chief of Mission should complete this form and include any comments he or she deems necessary. By checking off the boxes on the following list, the Deputy Chief of Mission indicates that the required reports and actions undertaken using donated funds have been completed on time. After filling out this form, the Deputy Chief of Mission should send it to the Director of the Department of Electoral Cooperation and Observation (DECO) for his or her final review. Finally, the Deputy Chief of Mission should make copies of this form and place them on file in the following folders: 1) OAS/EOM – Financial Reports; 2) OAS/EOM – Narrative Report; and 3) OAS/EOM – Closing-Off Checklist.

- Verbal report to the OAS Permanent Council
- All final financial reports have been sent to each of the donors.
- All required substantive reports have been sent to each of the donors.
- The final report of the OAS/EOM has been given to the OAS Permanent Council.
- Any excess funds from donors have been reimbursed to each of them.
- The final report of the OAS/EOM has been given to the government of the host country and to its electoral authority.

Comments: _____

Signature: Deputy Chief/OAS/EOM

Date

Signature: Director, DECO

Date



ANNEX 10 MODEL TRAINING AGENDA⁶⁴

1. WELCOME

Time: 9:00 – 9:30 a.m.

- Deputy Chief of Mission: Welcome remarks, Introduction on the type of EOM, the number of international observers, and general form of deployment. Introduction of the Chief of Mission.
- Chief of Mission: Summary of political context and what the OAS/EOM expects to achieve.

2. POLITICAL-ELECTORAL CONTEXT

Time: 9:30 – 10:30 a.m.

- The specialist from the Department of Sustainable Democracy and Special Missions should prepare this, or someone proposed by him or her.
- General considerations about the current situation in which the electoral process is taking place. Analysis of the main options in the election (candidates, parties, etc.).
- Include a question-and-answer period.⁶⁵

COFFEE BREAK

Time: 10:30 – 10:45 a.m.

3. OAS ELECTION OBSERVATION METHODOLOGY Hora:

Time: 10:45 – 12:00 p.m.

- Presented by the General Coordinator.
- Use PowerPoint presentation on OAS/EOM general guidelines. Emphasize observation activities, no contact with the press, monitoring of complaints, and communication with the regional coordinators. Activities in the pre-election stage, the day of the election, and the post-election stage.
- Review election-day forms.
- Include a question-and-answer period on methodology.

LUNCH

Time: 12:00 – 2:00 p.m.

4. TRAINING ON VOTING PROCESS IN HOST COUNTRY

Time: 2:00 – 3:30 p.m.

- Conducted by the national electoral body.
- Should provide support materials for the international observers on the voting process: electoral code, sample ballots, tally sheets, etc.
- Include a question-and-answer period.

COFFEE BREAK

Time: 3:30 – 3:45 p.m.

5. LOGISTICS AND SECURITY

Time: 3:45 – 4:30 p.m.

- Test of communications equipment.
- Distribution of reports.
- Code of conduct for international observers in the field. How to address members of the polling stations, authorities, and security forces.
- Procedures in case of emergency, insurance, and medical attention.

⁶⁴ This model agenda may be adapted for the training sessions for regional coordinators.

⁶⁵ Members of the Mobile Group, if there is one, could participate in this part of the training.



ANNEX 11 MODEL REPORT FOR THE REGIONAL COORDINATOR AND CORE GROUP

Minutes:

Minutes of:

Attendees				
Time		Date		Place
Subject of the Meeting				
Development of the Meeting				
Executive Summary				
Relevant Local News				



ANNEX 12 COMPLAINTS FORM



Organization of
American States

ORGANIZATION OF AMERICAN STATES
ELECTORAL OBSERVATION MISSION
[TYPE OF ELECTIONS]
[NAME OF HOST COUNTRY] [DATE]

COMPLAINTS FORM

OBSERVER: _____ Date: _____

PLACE OF COMPLAINT: _____

COMPLAINING PARTY	SUBJECT OF COMPLAINT
Political organization	Political organization
Private party (includes organizations)	Private party (includes organizations)
State agency	State agency
Address of complaining party	Address of subject of complaint
Name and signature of complaining party	
ALLEGATIONS BY COMPLAINING PARTY Description:	Date on which they occurred: _____
_____ _____ _____ _____ _____ _____ _____ _____ _____ _____	



ANNEX 13 MODEL PRELIMINARY VISIT AGENDA

- Appointment with Foreign Minister and signing of Agreement on Privileges and Immunities, at the Ministry of Foreign Affairs
- Appointment with the President of the Republic or the Prime Minister
- Meeting with diplomatic community and donor countries
- Appointment with Supreme Court of Justice
- Meeting with the Supreme Electoral Council or Tribunal
- Signing of Agreement on the Electoral Observation Process
- Appointment with candidate of XX Party
- Appointment with candidate of XX Party
- Appointment with Public Prosecutor of the Republic
- Appointment with Attorney General of the Republic
- Appointment with law enforcement and security forces
- Appointment with President of Congress/Head of Parliament



ANNEX 14 DOCUMENTS OF ELECTORAL OBSERVATION MISSIONS

INFORMATIONAL DOCUMENT

This should consist of eight chapters in the following order:

- I. *Profile of the host country.* This includes general information about the host country, including information on whom to contact in case of emergency, with telephone numbers and contact names.
- II. *Political system.* This includes the political context.
- III. *Constitutional framework.* This includes a constitutional and legal analysis, as well as analysis of any other regulations or laws that may have content of an electoral nature.
- IV. *Electoral system.*
- V. *Political organizations participating in the electoral process.* This should include political parties and candidates or others participating in the election.
- VII. *OAS election observation.* This covers the guiding principles, the functions of election observation, and the hierarchical structure of the OAS/EOM.⁶⁶
- VII. *Public statements.* This includes indications on how to handle the news media.
- VIII. *Handling of complaints.* This includes information on how to receive complaints.

The general coordinator prepares the informational document and presents it to the Deputy Chief of Mission for approval. This document is for internal circulation only.

REPORT OF THE EXPLORATORY MISSION

The exploratory mission's report contains all the information gathered during the preliminary visit and should be structured as follows:

- I. *Introduction:* A brief summary of the tasks that precede the deployment of the exploratory mission, including the invitation from the host country and the response from the Secretary General, the signing of the agreements, and the designation of the Chief of Mission.
- II. *Background:* A description of the electoral process and the conditions under which it has been organized.
- III. *Political context:* A synthesis of the political context of the electoral process, including a general description of the political actors interviewed by the exploratory mission and their points of view on the process, including preparations for the campaign and opinion polls.
- IV. *Main concerns:* A general impression of the potentially problematic areas identified by the OAS/EOM through interviews held in the host country.
- V. *Possible scenarios:* *An analysis of possible outcomes of the electoral process, including an evaluation of each scenario and its respective political repercussions. This*

*evaluation will allow the OAS/EOM and OAS/DECO to be prepared for the result.*⁶⁷

- VI. *Recommendations:* This includes the political, logistical, and operational aspects that should be taken into account by the OAS/EOM.

The Deputy Chief of Mission prepares the report and presents it to the DECO Director for approval. This document is for internal circulation only.

THE OAS/EOM PROPOSAL

The OAS/EOM proposal is structured as follows:

- I. *Background:* A detailed description of the political situation of the electoral process. This includes all observations made by the exploratory mission during its visit and evaluations of the conditions in which the process is taking place.
- II. *Objectives:* A summary of the objectives of OAS/EOMs in general, as well as the specific objectives of the OAS/EOM in question.
- III. *The OAS/EOM Plan:* An outline of the tasks that will be performed to observe the electoral process, including the time the OAS/EOM will last and other operational subjects related to the different phases of deployment and observation as such.
- IV. *Budget.*

The Deputy Chief of Mission prepares the OAS/EOM proposal, which is reviewed and approved by the DECO Director. The proposal is presented to potential donors to inform them about the focus of the OAS/EOM and the methodology used for observing elections.

PRELIMINARY REPORT

This refers to the public report which in some cases is written and distributed before the day of the election. The preliminary report may be composed of three types of content:

1. *Organization of the OAS/EOM in the host country:* It should contain the timetable of activities to be carried out, the members of the OAS/EOM and the positions they hold, and the groups of individuals who have been and will be interviewed.

⁶⁹ The informational document includes a copy of the Declaration of Principles for International Election Observation as well as the Code of Conduct for International Election Observers (see Annex 8). The latter document is signed by all OAS observers before their deployment. They must also sign a statement establishing that they have read and fully understand all their obligations.

⁷⁰ While the report of the exploratory mission establishes possible scenarios for the electoral process, it is important to emphasize that the OAS/EOM is not concerned about the results as such, but about the potential impact on the political stability of the host country.



ANNEX 14 DOCUMENTS OF ELECTORAL OBSERVATION MISSIONS

2. *Information on the electoral system and the context in which the election is taking place:* This should contain a description of the pre-election climate, the development and organization of the election, problems detected, and complaints presented.
3. *Suggestions and recommendations:* One of the objectives of OAS/EOMs is to produce specific recommendations that help to improve the system and electoral process observed.

FINAL REPORT

The final report of the OAS/EOM serves the following functions:

1. To inform the Secretary General, the Permanent Council, and the different areas of the GS/OAS, as well as donors, about the activities carried out by the OAS/EOM, and about the specific context and characteristics of the electoral process that took place.
2. To report on the results obtained in relation to the OAS/EOM's objectives and on the mission's contribution from both a political and technical point of view, and above all, from the perspective of providing support to democratic institutions in the Member State.
3. To provide a record of the activities and experience of the GS/OAS in the Member States in fulfilling the mandates related to the protection and promotion of democracy, particularly those related to electoral processes and to citizen participation in decision-making. OAS/EOM reports are also firsthand documents on the political development process in the OAS Member States.

OAS/EOM final reports should contain the following information:

EXECUTIVE SUMMARY

This summary, which is an essential part of the report, should not exceed 1,000 words and should be focused on providing the most precise information possible on **the objectives proposed for the OAS/EOM and its results**. It is recommended that this part of the document be prepared in such a way as to include sufficient information to satisfy donors' requirements in terms of the narrative account of activities.

For this reason, the executive summary should include the following:

1. General characteristics of the OAS/EOM:
 - Type of elections or processes observed and the task assigned by the GS/OAS to support the electoral process
 - Focus of the OAS/EOM (technical support, political support, etc.)
 - Size of group, duration, and coverage
 - Funding.
2. Results obtained by the OAS/EOM (results versus objectives and proposed goals)
 - Verifiable contributions (technical advances, training achievements)
 - Contributions from a political standpoint (electoral climate, voter participation, confidence of different political actors)
 - Impact in terms of supporting democratic institutions in the State in question
3. Summary of results of the electoral process
 - Citizen participation statistics and other relevant data from the voter rolls
 - Main political actors
 - Election results

CHAPTER I: INTRODUCTION

- Previous OAS/EOMs in the host country, if any
- Invitation by the host country and response from the GS/OAS
- Appointment of Chief of Mission
- Definition of the general characteristics of the OAS/EOM (type of OAS/EOM in terms of the number of members and duration; the nature of the processes observed: presidential, parliamentary, or municipal elections, referendums, and the various stages of these processes)
- Information on the international observers (number, nationality, gender)
- How information in this report will be organized



ANNEX 14 DOCUMENTS OF ELECTORAL OBSERVATION MISSIONS

CHAPTER II: POLITICAL SYSTEM AND ELECTORAL ORGANIZATION

- Political system (political parties, electoral rolls, geopolitical statistics)
- Election laws and regulations specific to the process
- Electoral authorities
- Broad features of the political environment in which the process is taking place (political and security characteristics, for example)
- Political financing

CHAPTER III: THE OAS/EOM: ACTIVITIES AND OBSERVATIONS

1. Pre-election stage:
 - Steps taken and relevant information of a political nature (contacts with officials, political actors, civil society, and the media)
 - Procedures for support and verification of election-related technology
 - Media coverage
 - Logistical and administrative organization of the electoral process
 - Election campaign, including official campaign closings, debates, etc.
2. Election day
 - Coverage and activities of the observation itself
 - Organization of the elections
 - Voting processes (set-up and opening of polling places, voting, closing of polls)
 - Processes of counting and totaling votes nationally and regionally
 - Transmission and publication of results
 - Electoral political environment
 - Media coverage
3. Post-election stage
 - Final tabulation of votes
 - Declaration of results
 - Reactions of political actors
 - Resolution of election-related conflicts (challenges, null votes, etc.)
 - Post-election political environment
4. Complaints

CHAPTER IV: CONCLUSIONS

Besides including some general observations, it is recommended that this chapter recount as succinctly as possible the conclusions the OAS/EOM reached based on its observations. This chapter should include:

- General conclusions
- Verification of compliance with the election calendar
- Verification of compliance with election laws
- Verification of the implementation of recommendations made by previous missions, if any
- Electoral indicators

CHAPTER V: RECOMMENDATIONS

In all cases the report should also incorporate recommendations that are applicable and in line with the content of the rest of the report.

CHAPTER VI: FINANCIAL REPORT

Besides general data on income and expenses, this report or reports should provide an accounting of the contributions by the different donors, if such is the case, with information broken down by each donor. This report should be certified, in all cases, by the official accredited by the GS/OAS to do so.

APPENDICES

Appendices may include:

- Invitation and acceptance letters
- Agreements between the GS/OAS and the respective electoral authorities
- Agreements on the privileges and immunities of international observers
- Samples of ballots, if applicable
- Official bulletins of results
- List of international observers
- Press releases
- Pre-election and post-election reports
- Election calendar

THE TOTAL LENGTH OF THE DOCUMENT SHOULD NOT EXCEED 30 PAGES (NOT INCLUDING APPENDICES)



ANNEX 15 CONSIDERATIONS FOR LOGISTICS PLAN

The administrative specialist and logistics specialists of the OAS/EOM should take into account the following aspects in preparing a logistics plan.

OFFICES

In selecting offices for the OAS/EOM, factors to be taken into consideration include space availability, the surroundings of the chosen location, security, and access to the buildings. Offices may be established in a hotel or in private residences, although it is preferable to have them in the same hotel where the international observers are staying. Offices of the regional coordinators in other parts of the country are chosen according to the same criteria. In areas where there is no electricity, the OAS/EOM may consider the possibility of installing an electric generator.

The place chosen for the headquarters of the OAS/EOM should include the following work areas: a room or large, secure space for storing materials, vests, and equipment; a common work area for the international observers; a room in which to set up the call center; a room for press conferences; and a room where the drivers can be when they are at headquarters. If possible, the building should also have separate spaces to serve as offices for the Chief of Mission (with an additional room for a reception area), the Deputy Chief of Mission, the general coordinator, the administrative specialist, and the press specialist. The building should also have a parking area for all OAS/EOM vehicles.

LODGING

For cost-related reasons, the international observers will stay in hotels or private residences that have been selected by the members of the exploratory mission. The selection of these places should take into account, among other factors, security conditions. Based on the number of international observers and the length of their stay in the hotel, the best possible terms should be negotiated, such as special rates or additional services such as breakfast or Internet access at no cost.

VEHICLES

One function of the logistics specialist is to ensure that the international observers have the appropriate vehicles to do their jobs. If conditions of the terrain so require, the vehicles should be 4x4s, with special tires and appropriate shock absorber systems. If the vehicles will be used in areas with insufficient technical service, they should be equipped with additional spare tires, gasoline or diesel cans, towropes, fire extinguishers, and a first-aid kit. If the vehicles are needed to transport equipment, they should have roof racks.

The regional coordinators and other members of the OAS/EOM must have the necessary resources to buy gasoline for their vehicles and thus be ensured that they can mobilize at any time.

EQUIPMENT

The logistics specialist prepares the list of office materials that the OAS/EOM needs and makes arrangements to purchase them, either locally or through the Office of Services and Purchasing of the Secretariat for Administration and Finance. If possible, arrangements may be made to reuse equipment from other missions, including vests, decals for the vehicles, etc.

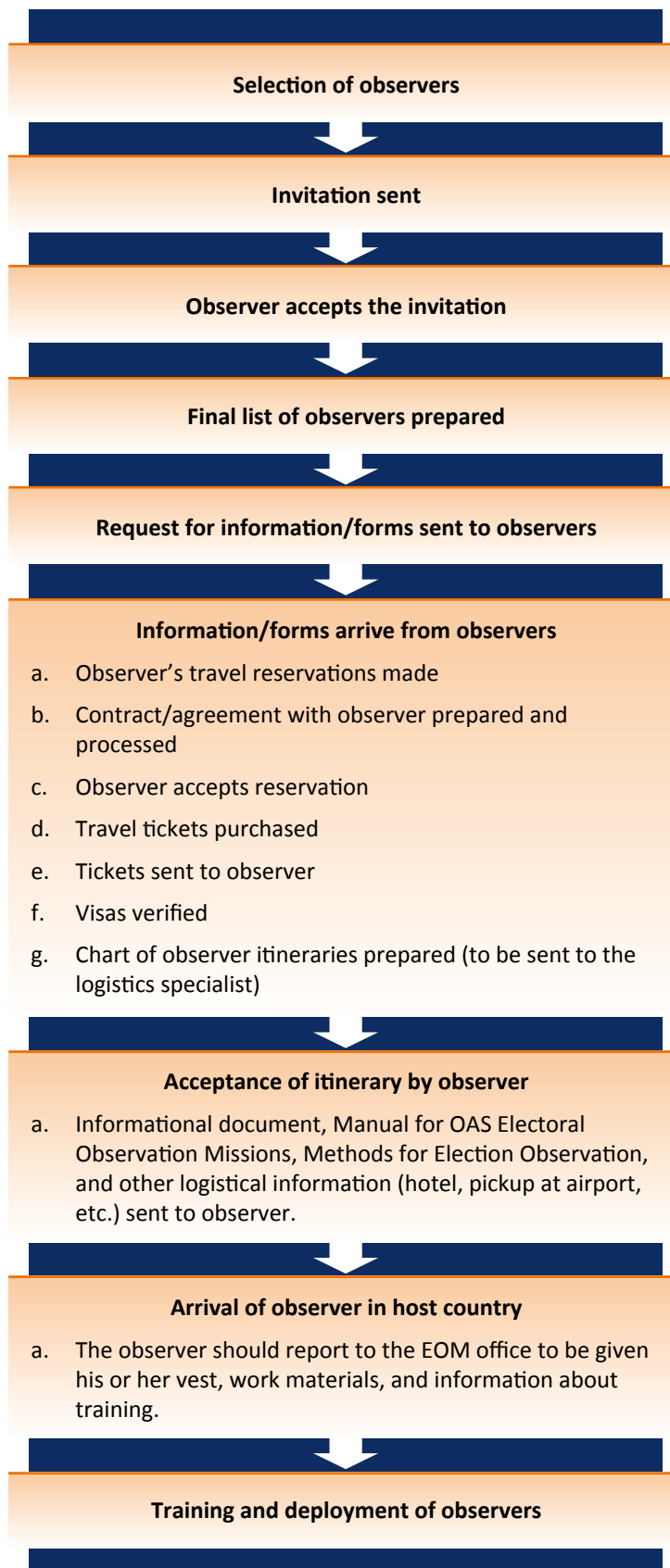
EMBLEMS AND FLAGS

All international observers should wear the vests and credentials provided by the OAS/EOM, and should travel in properly identified vehicles. OAS/EOM vehicles are always identified with the acronym of the Organization (OAS) on the hood and on the front doors on either side. For security reasons, it is important to ensure that the decals are always under the control of the OAS/EOM. Once the OAS/EOM has concluded, the international observers should ensure that their drivers have removed all decals from the vehicles.

The logistics specialist is also in charge of placing the flags of the GS/OAS and of the host country at official ceremonies at mission headquarters and at press conferences.

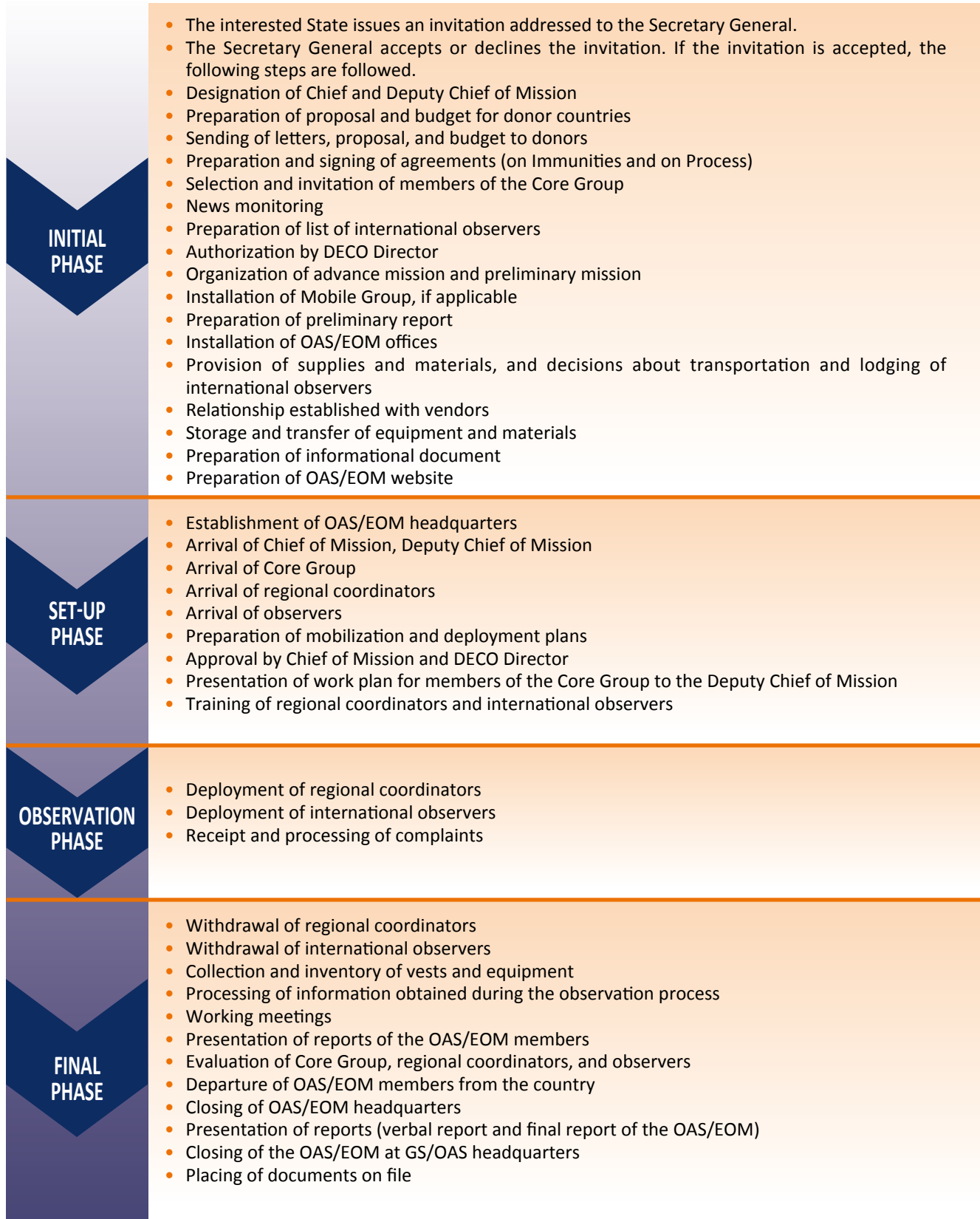


ANNEX 16 FLOW CHART FOR INVITATION AND ARRIVAL OF OAS/EOM OBSERVERS





ANNEX 17 FLOW CHART FOR ELECTION OBSERVATION PROCESS





ANNEX 18 OUTLINE FOR FINAL REPORT

OUTLINE FOR FINAL REPORT

XXXX ELECTORAL OBSERVATION MISSION

Person responsible for preparing the final report: [NAME]

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I. EXECUTIVE SUMMARY		
Sub-chapter	Person responsible	Date due
1. General characteristics of the EOM	General coordinator	
2. Results obtained by the EOM: results versus proposed objectives and goals	Deputy Chief of Mission	
3. Summary of results of electoral process	General coordinator and specialists responsible	
CHAPTER I: INTRODUCTION		
General information, background, number of observers	General coordinator	
CHAPTER II: POLITICAL SYSTEM AND ELECTORAL ORGANIZATION		
Political system/political environment	DSDSM	
Election law, electoral authorities	Legal & electoral organization specialists	
Political financing	DSDSM	
CHAPTER III: THE MISSION: ACTIVITIES AND ELECTORAL OBSERVATION		
1.Pre-election stage: political nature	DSDSM	
1.Pre-election stage: Procedures for support and electoral technology	Electoral organization & information systems specialists	
1. Pre-election stage: Media coverage	DECO	
1. Pre-election stage: Organization, logistics, and management of process	Electoral organization specialist	
1. Pre-election stage: Election campaign, including campaign closings, debates, etc.	DSDSM	
2. Election day: Coverage and observation activities	General coordinator	
2. Election day: Electoral Organization	Electoral organization specialist	
2. Election day: Process of voting	General coordinator & indicators specialist	
2. Election day: Process of counting and tabulating votes at national and regional level	General coordinator and electoral organization, information systems, and indicators specialists	
2. Election day: Transmission and publication of results	Electoral organization specialist	



ANNEX 18 OUTLINE FOR FINAL REPORT

Sub-chapter	Person responsible	Date due
2. Election day: Political environment	DSDSM	
2. Election day: News media	Media, DECO	
3. Post-election stage: Final vote tabulation	Electoral organization & information systems specialists	
3. Post-election stage: Declaration of results	Electoral organization specialist	
3. Post-election stage: Reactions of actors in process	DSDSM	
3. Post-election stage: Resolution of conflicts	Legal specialist	
3. Post-election stage: Political environment following the elections	DSDSM	
4. Complaints	Legal specialist	
CHAPTER IV: CONCLUSIONS AND RECOMMENDATIONS		
General conclusions	Deputy Chief of Mission	
CHAPTER V: FINANCIAL REPORT		
General information	Financial specialist, DECO/SAP	
APPENDICES		
Invitation and acceptance letters, agreements, official bulletins of results, list of observers, press releases, pre-election and post-election reports, election calendar	General coordinator	