



Organization for Security and Co-operation in Europe
Mission to Georgia

Georgia Elections Assistance Programme

Phase III

Needs Assessment Report

25 March 2004

GEORGIA ELECTIONS ASSISTANCE PROGRAMME

NEEDS ASSESSMENT REPORT

A. BACKGROUND

Through its Georgia Elections Assistance Programme (GEAP), the OSCE Mission to Georgia has provided significant levels of technical assistance and financial support to the Georgian authorities towards the 4 January Presidential Elections (Phase I) and 28 March repeat Parliamentary Elections (Phase II). The activities implemented by the GEAP have, to date, been major contributing factors towards a noticeably improved electoral process.

Nevertheless, the GEAP has so far only been able to address urgent, short-term needs. Public trust in the fairness of the electoral process is still weak and could remain a significant problem for the country's democratic institutions. Despite the progress made in recent weeks by a new election administration, in order to fully meet the OSCE commitments and international standards for democratic elections, the Government of Georgia has clearly indicated the need for significant financial support and international expertise.

B. INTRODUCTION

Within the comprehensive legislative and institutional reform initiated by the Georgian authorities since November 2003, it is proposed that the GEAP be extended to a third Phase to address the longer-term needs for electoral and election-related reforms in Georgia. According to the needs already identified by the Government of Georgia, this assessment recommends that a strategic programme of technical assistance and financial support be supported by the OSCE in the following key areas:

1. Reform of the legislative framework to meet international standards and to provide an improved basis for the conduct of democratic elections.
2. Reform of the election administration structures to ensure elections are conducted by professional, independent and impartial bodies, in which the public and political parties have confidence.
3. Establishment of a centralised and enhanced national civil registration process from which basic citizen data necessary for government services can be drawn, including information for pension and tax authorities, refugee and IDP protection agencies, civil status and passport granting authorities and the Central Election Commission.

The proposed GEAP Phase III seeks both to address the immediate to medium-term needs for improvement of the current electoral processes in Georgia as well as to ensure that the electoral reform is sustainable and holds public confidence. Further, the GEAP seeks to develop a sustainable civil registration process, which will, among other, provide much needed data on pensioners and IDPs as well as allowing for proper accounting and exact estimations of taxation. According to the Ministry of Finance of Georgia, the creation of a new Civil Register will add tax revenue to the State Budget and lead to annual multi-million Euro savings as calculation of payment of, among other, pensions and IDP allowances heavily rely on proper statistics and data on

population. The Mission has approached the Ministry of Finance with a request to provide an estimate of savings in the areas of pension, IDP and taxation. In general, a new Civil Register will assist the Government of Georgia in its implementation of the Economic Development and Poverty Reduction Programme (EDPRP).

GEAP Phase III is planned to operate over a three-year period, starting April 2004 and ahead of the next expected cycle of elections (Local Self-government Elections in 2006 and Parliamentary Elections in 2007).

There is a wide consensus amongst the authorities, political parties and civil society in Georgia, as well as the resident international community, for these steps to be taken. Given the scope and financial implications¹ of the areas for reform identified for support after the Parliamentary Elections of March 28, financial support and international expertise will need to be co-ordinated by the international community.

This proposal is part of the comprehensive reform plan being undertaken by the Government of Georgia. In order to ensure its sustainability, it is very important that the reform of the election administration structures, together with the civil registration reform, be undertaken in full co-ordination with the reform of other government structures, especially the reform of the local self-governance.

This needs assessment has formed the basis for the Central Election Commission's strategy for reforming the election legislation and the election administration. The Central Election Commission's reform programme has already been initiated and the initiative has been made public through press conferences and in-country high level working groups.

C. OBJECTIVE AND METHODOLOGY

This Needs Assessments Report is based on consultations by GEAP staff with electoral stakeholders and an assessment conducted from 11 to 21 February 2004 by three experts invited in the framework of the GEAP, with experience in electoral reform and its implementation. The experts conducted meetings with the Chairperson and Legal Advisor of the Central Election Commission (CEC) as well as with representatives of the Judiciary, various Civil Society organisations, Parliament, political parties, and international organisations. The experts assessed the status quo of the electoral legislative framework, the election administration structures and the status of the civil registry in Georgia. The GEAP drew conclusions from their reports and provided the Mission to Georgia with a set of proposed projects and their estimated associated cost.

A CEC strategy for reform, mirroring the findings of this OSCE Needs Assessment Report, has been developed with technical advice provided by GEAP staff. On 10 March the Chair of the Central Election Commission, joined by a representative of the Minister of Justice, presented the Election Administration Reform and Development Concept Paper at a press conference.

The proposals below provide a detailed programme outline, including project description, budget and timeline.

¹ Especially for the civil registration reform.

D. PROPOSALS

D.1 Revision of the Electoral Legislative Framework

The local and international actors involved in the electoral process in Georgia have already identified a need for amending the existing Unified Electoral Code (UEC) in a number of areas (see, for example, OSCE ODIHR reports). Previously, amendments to the legislative framework for elections in Georgia were often made in haste, with limited consultation. Assisted by the GEAP Phase III, a consultative approach to legislative change should produce, in the immediate to medium-term, a legal framework that meets international standards for democratic elections, including the commitments made by Georgia as an OSCE participating State. In line with the CEC strategy for reform, it is recommended that this approach be undertaken under the auspices of the CEC, with the participation of legislative bodies, including the Georgian Parliament and executive. In the longer-term, consultation on wider legislative reform will seek to produce a significantly improved legal framework for elections in Georgia.

The estimated cost of revising the legislative framework is 400,000 Euro.

Stage I: Improvement of the existing legal framework

<i>Benchmarks</i>	Amendment of existing election legislation to address identified shortcomings ahead of scheduling of upcoming elections
<i>Estimated cost</i>	Euro 100,000

This stage will contain steps to immediately improve the legislative framework in order to have a more adequate basis for the conduct of any possible extraordinary elections.

(a) Immediate legislative reform

Following the March 2004 repeat Parliamentary Elections, a series of roundtable conferences for relevant electoral stakeholders will be organised with local and international counterparts. The conferences will define and structure the process of amending the legislative framework to address identified shortcomings so that any future elections are more likely to meet international standards. Follow-up support will be provided to promote the drafting of amendments, revision by legal experts and the adoption of the amendments by parliament.

(b) Establishment of a Boundaries Commission

The present boundaries of majoritarian single-mandate districts are identified as a significant shortcoming in the current electoral framework. The wide disparity in the voting population of each district (ranging from 5,400 to 116,000 voters) comprises the equality of the vote. The existing legislative provisions for changing the boundaries, is unsatisfactory. It is recommended that the UEC should be amended to establish an independent and impartial Boundaries Commission that can review boundaries and

advise the CEC on redrawing and defining more equal boundaries according to transparent criteria. The Boundaries Commission will be provided with technical assistance and financial support to undertake its work ahead of the 2007 Parliamentary Elections (assuming no change to the electoral system).

Stage II: Reforming the legislative framework

<i>Benchmarks</i>	A reformed legislative framework for elections that is sustainable, in line with international standards, and in which there is public confidence, ahead of the 2007 Parliamentary Elections
<i>Estimated cost</i>	Euro 300,000

A broad consultation with all electoral stakeholders should be undertaken on legislative reform in order to produce a legal framework that is sustainable, in line with international standards and in which there is public confidence. This second stage would promote discussion and analysis of key issues such as the composition of election commissions and the electoral system. The consultative process would be led by local counterparts (including parliamentarians, political parties and civil society) who will be provided with financial support and technical assistance to undertake roundtable conferences and comparative analysis with international counterparts, including the OSCE Mission to Georgia, the ODIHR and the Venice Commission. The process will identify the degree of reform required and will promote the drafting of a reformed legislative framework and its adoption by parliament ahead of the 2007 Parliamentary Elections to enable the widest public awareness of the reformed legislation.

D.2 Improving the Administration of Elections

The main objective of the reform of the election administration will be the strengthening of democratic institutions and public confidence in the democratic electoral process.

The estimated cost of improving the administration of elections in Georgia is 2.2 million Euro. This estimated cost does not include actual election administration costs.

Project I: Establishing an independent Election Administration: professional development of the CEC Secretariat

<i>Benchmarks</i>	The professional and independent administration by the CEC Secretariat of the 2006 Local Elections and 2007 Parliamentary Elections
<i>Estimated cost</i>	Euro 450,000

Under the direction of the CEC Chairperson, initial steps towards improving the professionalism of CEC personnel have been taken. This project will provide the CEC with technical advice and assistance to establish its Secretariat as a fully independent and professional public service. The CEC Secretariat will be supported to:

- Develop medium- and longer-term strategic management plans

- Establish transparent recruitment, employment and management procedures for CEC personnel, including a code of conduct.
- Develop professional training programmes for CEC personnel, including independent qualification in election administration.
- Establish sustainable and guaranteed sources for the financing of CEC activities.
- Develop open and transparent working procedures, including regular liaison with commission members, political parties, domestic observers and other relevant actors.

The project will be focused on a management consultative process by the Office of the CEC Chairman, with technical advice and assistance provided by the OSCE and its international and domestic partners. The project will run in phases to 2007 and can start immediately. Legislative change is not strictly necessary, although reform of the legal status of the CEC Secretariat is recommended.

Project II: Establishing election commissions as impartial bodies: professional development of the Central, District and Precinct Election Commission members

<i>Benchmarks</i>	Trained and certified election commission members able to professionally and impartially administer future elections
<i>Estimated cost</i>	Euro 750,000

In the absence of legislative reform, the CEC and 75 DEC members will have a new membership consisting of presidential and political party appointees following the 28 March 2004 repeat Parliamentary Elections. Reform of the appointment procedures is strongly recommended, in order to prevent members acting in a partial or partisan manner.

This project will provide new CEC and DEC members (irrespective of their method of appointment) with technical assistance to develop their role as impartial and professional election administrators, in particular to:

- Build the CEC Training Unit's capacity to develop structured professional development programmes for CEC and DEC members up to and including certification as election administrators.
- Establish, through seminars, publications and study visits, a wider understanding of the role and responsibility of election administrators, including the introduction of a Code of Conduct.
- Use participatory approaches to develop training programmes to meet wider needs of election administrators e.g. conflict resolution and management.
- Improve communication between the CEC Secretariat, other election commissions, political parties, domestic observers and other relevant actors.
- Actively participate and contribute to regional professional associations of election administrators.

The project will be implemented by the CEC Secretariat (Training Unit), with technical advice and assistance provided by the OSCE and international and domestic partners,

and thus will also include an extensive ‘train the trainer’ programme. The project will run in phases to 2007 and can start immediately.

Project III: Strengthening independent judicial oversight of electoral process

<i>Benchmarks</i>	The impartial and effective resolution of electoral disputes by the judiciary in the local elections of 2004-6 and Parliamentary Elections of 2007
<i>Estimated cost</i>	Euro 150,000

The resolution of electoral disputes is shared by the judiciary and, in their quasi-judicial role, by the CEC and DEC’s.

This project will provide members of the judiciary and members of election commissions with technical assistance to develop an understanding of independent judicial oversight of the electoral process, in particular to:

- Develop professional training programmes for judges, commission members and CEC secretariat on the role of judicial oversight of elections, methods of dispute resolution and international standards of best practice.
- Establish a wider understanding of dispute resolution amongst political parties, domestic observers, media and other relevant actors.

The project can be implemented by the OSCE with support from its international and domestic partners, including the CEC Secretariat. The project will run in phases to 2007 and can start immediately.

Reform of the dispute resolution process is strongly recommended, in order to ensure consistency, expediency, impartiality and independence. This will require legislative change.

Project IV: Capacity-development of election administration

<i>Benchmarks</i>	The efficient and effective administration of the local elections of 2004-6 and Parliamentary Elections of 2007
<i>Estimated cost</i>	Euro 850,000

GEAP Phases I and II have provided short-term strengthening of the capacity of the CEC and DECs to administer elections. Further development is required in the medium- and longer-term to ensure an effective, efficient and sustainable election administration.

This project will provide the CEC Secretariat with technical advice and assistance to implement its strategic management programmes, in particular to develop:

- Infrastructural capacity, through upgrading communications and IT capabilities at central and district levels.

- Operational capacity, through the creation of a permanent DEC structure, a roster of professionally accredited election administrators and a logistical and planning unit.
- Financial capacity through the development and implementation of a strategic ‘best-value’ procurement and finance plan for the administration of elections.
- Public relations capacity, through the development of public participation activities, the production of a periodical professional election publication and the updating of the CEC website, including production of materials in languages of national minorities.
- Training capacity, through the establishment of training facilities and provision of professional development courses for personnel.
- Legal capacity, through the establishment of a legal unit and the development of a legal resource library.
- Administrative capacity, through the establishment of a personnel unit to deal with all issues related to recruitment, management and payment of permanent and temporary staff.

This project will be implemented by the OSCE with its international and domestic partners. The project will run in phases until 2007 and can start immediately.

D.3 Civil Registration

The aim of this project is to provide the financial and technical support requested by the Ministry of Justice to reform Georgia’s civil registration system.

The overall scope of the reform is to provide basic citizen data necessary for the provision of government services, including, but not limited to: pension and tax authorities, refugee and IDP protection agencies, civil status and passport granting authorities and the work of the Central Election Commission. The support for this project will evolve over the course of three stages: i) strategic planning; ii) operational planning and preparations for implementation; and iii) implementation. To achieve this goal, substantial financial support and technical assistance should be provided to the Georgian authorities to ensure that the new civil register is developed to meet both international standards and the needs of Georgians.

The estimated cost of the civil registration reform in Georgia is 16.9 million Euro.

Stage I: Support the Ministry of Justice with strategic planning for civil registration.

<i>Benchmark:</i>	A strategic plan able to support the development of the operational plan for sustainable civil registration
<i>Estimated Cost:</i>	Euro 200,000

Currently the Ministry of Justice envisages a broad definition of the reformed civil register. However, what is lacking is the purpose which the civil register serves in all its applications, and mechanisms for the Georgian authorities to create and maintain this

civil registration process. The immediate need is a well formulated strategic plan to bring these good intentions to fruition.

At this stage, capacity needs to be built for the newly established Civil Registration Department of the Ministry of Justice to be able to: i) define the strategy for the reformed civil registration process; and ii) prepare the legislative framework to reflect the needs of the identified stakeholders.

The capacity building will require a technical assistance team to focus on areas that have major financial and logistical impact. Specializations include:

- Registration expertise to develop the necessary structures for an operation of this size and character.
- Communications expertise to evaluate the capacity of the existing data communications networks and to identify areas of upgrading and investment.
- Data processing expertise to define data processing and software development needs.
- Logistical expertise to assess transport, warehouse, and material transfer needs.

At the same time, a consultative process needs to be established under the auspices of the Ministry of Justice with participation from all identified stakeholders, to determine the most sustainable type of centralisation and to define individual needs of each stakeholder. Wide consultations need to be undertaken by the Ministry of Justice with the Ministry of Finance, Ministry of Refugees and Internally Displaced Persons, Ministry of Labour, Health and Social Welfare as well as the Central Election Commission. To build public confidence and co-ordinate this reform with existing governmental initiatives for reform, roundtable conferences need to be organised with the assistance of the GEAP Phase III.

The above projects are aimed at developing a broad base of support for all stakeholders in order to avoid costly mistakes during implementation. Lessons learned from similar civil registration processes have shown that inadequate planning can result in significant cost overruns.

Stage II: Support the Ministry of Justice to prepare for the implementation of the civil registration process.

<i>Benchmarks:</i>	A complete civil registration operational plan and the necessary infrastructure ready for implementation
<i>Estimated Cost:</i>	Euro 700,000 (Technical Assistance Team & Technical Infrastructure Development)

In Stage II, investments will be made in infrastructure and administrative operations. The Civil Registration Department will need to be staffed at central level to support the implementation. Specialised training programmes will need to be developed and conducted. Funding should be gradual, provided in accordance to a schedule developed during stage one.

Expertise should continue to be provided to the Ministry of Justice to address specific technical needs, such as:

- Software development for a reliable data processing system and capacity building for Georgian software developers.
- Registration expertise to assist with advanced operational and procedural development, training materials, and public information campaign development.
- Data protection and document design expertise.

With the support of the experts provided, IT capacity needs to be developed to include the centralised database development, and to ensure that the specialised software for ID card, passport and driving license development is in place.

Stage III: Support the Ministry of Justice with the implementation of the civil registration process.

<i>Benchmarks:</i>	A sustainable civil registration system in place, able to meet the needs of the various Georgian state authorities.
<i>Estimated Costs:</i>	Euro 16,000,000 (civil registration process implementation), based on standard implementation costs of similar projects.

Once operational, the Ministry of Justice will still require limited technical support. This support should focus on technical oversight and capacity building for maintaining the civil register.

The project will mainly provide financial assistance to implement a large scale operation to be conducted throughout Georgia for a period of four months.

- At infrastructure level, regional civil registration offices will be established and networked with the Civil Registration Department headquarters. A central data processing centre will be identified, equipped and staffed. Satellite offices will also be opened for short periods of time in areas with difficult access. In some cases, these satellite offices will need to be rented due to a shortage of suitable government premises.
- At administration level, the programme includes hiring and training of regional registration office staff, provision of office supplies, including specialised registration equipment. Regular travel will take place within the country for delivery of the data collected to the central processing centre.
- At operational level, a sustained public information and motivational campaign will be conducted to support the four month registration period. In addition, ID cards, passports and licenses production will take place.

The estimates in the attached budget are based on assumptions from similar registration programmes conducted in Kosovo and Bosnia and Herzegovina.

E. IMPLEMENTATION ARRANGEMENTS

To co-ordinate the support provided through the GEAP Phase III, the Mission will establish a Co-ordination Cell, starting from June 2004 until after the 2007 Parliamentary Election cycle. This cell will be staffed by three international and two

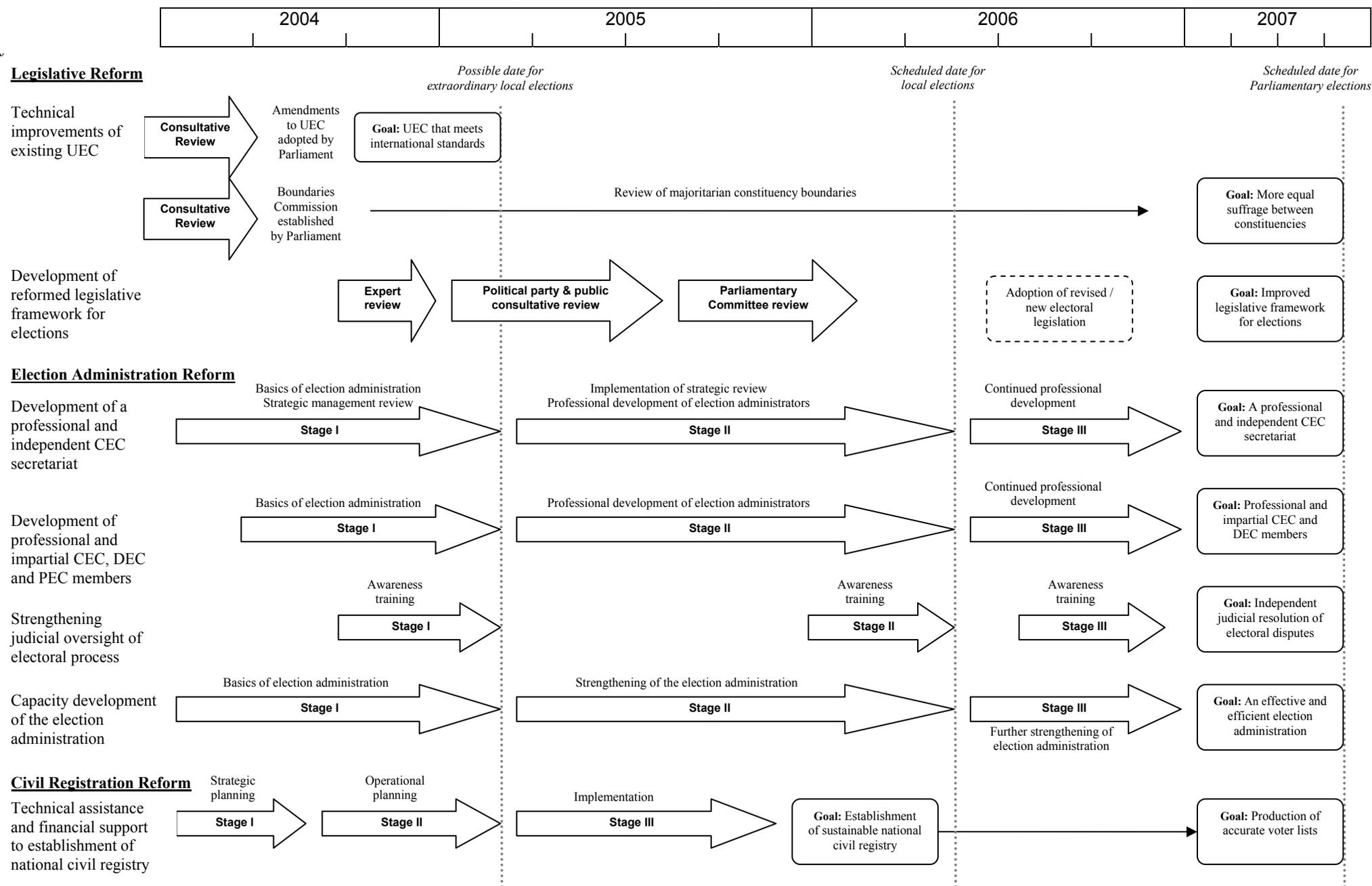
national staff who will liaise with the Central Election Commission, the Ministry of Justice and all other relevant stakeholders. Short term consultants will be hired to provide specialised expertise on the electoral legislation and administration reform, as well as on the civil registration reform.

F. CONCLUSION

As set forth in this report, the support for the reform of election legislation and administration in Georgia requires the involvement of several stakeholders and is best implemented through a number of stages and projects. For each stage and project a timeline and a budget have been calculated. These budgets are contingent on the degree of reform implemented. The combination of the timelines has been visualised in Annex A to this report.

The savings incurred and revenue generated by centralising the civil register will ultimately render the programme sustainable and will highly improve the quality of the services provided by the government of Georgia.

Annex A: OSCE Mission to Georgia GEAP Phase III – Timeline of proposed election-related programmes (March 2004-2007)



No. Annex B, GEAP Phase III Draft Estimate Budget	<u>Unit Cost</u>	<u># Units</u>	<u># of Months</u>	<u>EUR Total</u>
I Estimated Total Cost for Legislative Reform				400,000
Immediate Legislative Reform (April - October 2004)				
Stakeholder conferences	3,000	3		9,000
Roundtables	1,000	5		5,000
Distant expert review - 1 expert 10 days	300	10		3,000
visiting experts - 2 experts 10 days	500	20		10,000
travel - 2 experts	1,000	2		2,000
translation	1,000			1,000
printing	5	1,000		5,000
Total				35,000
Boundaries Commission (April 2004 - April 2006)				
Stakeholder conferences	3,000	2		6,000
Roundtables	1,000	10		10,000
Publications	5	2,000		10,000
technical equipment	3,000			3,000
visiting experts - 2 experts 15 days	500	30		15,000
study visits - 3 experts 10 days	500	30		15,000
travel	1,000	6		6,000
Total				65,000
Reforming the legislative framework (September 2004 - September 2006)				
Stakeholder conferences	3,000	7		21,000
Roundtables	1,000	30		30,000
Distant expert review - 4 expert 10 days	300	40		12,000
visiting experts - 4 experts 15 days	500	60		30,000
travel - 2 experts	1,000	4		4,000
translation	3,000			3,000
printing	4	50,000		200,000
Total				300,000
II Estimated Total Cost for Election Administration Reform				2,200,000
Professional development of CEC secretariat (April 2004 - November 2007)				
Strategic review planning workshops	10,000	2		20,000
Strategic review meetings	1,000	10		10,000
Training trainer workshops	10,000	5		50,000
Internal training seminars	1,000	50		50,000
Code of Conduct review meetings	5,000	2		10,000
External roundtable seminars	1,000	50		50,000
Visiting experts - 4 experts 40 days	500	160		80,000
Publications	5	30,000		150,000
Travel	1,000	20		20,000
Translation	10,000			10,000
Total				450,000
Professional development of election commissions (June 2004 - November 2007)				
Training programme planning meetings	10,000	3		30,000
Training trainer workshops	10,000	10		100,000
Preparation and publication of CEC manuals	25	1,000		25,000
Preparation and publication of DEC manuals	20	5,000		100,000
Preparation and publication of PEC manuals	3	125,000		375,000
Training seminars	500	200		100,000
Roundtable seminars	1,000	20		20,000
Total				750,000
Strengthening of Judiciary (2005-2007)				
Programme development meeting	10,000	2		20,000
Training trainer workshops	5,000	3		15,000
Preparation and publication of manual	30	1,000		30,000
Training workshops	1,000	50		50,000
Visiting experts - 2 experts 10 days	500	20		10,000
Travel	1,000	5		5,000
Roundtable seminars	1,000	20		20,000
Total				150,000
Capacity Development of the Electoral Administration (June 2004 - November 2007)				
Publications and website development - per month	3,000	40		120,000
Operational costs - per month	5,000	40		200,000
Communications development - per month	4,000	40		160,000
Public participation workshops	1,000	100		100,000
Publications	1	200,000		200,000
Library and professional development - per month	1,000	40		40,000
International study visits	3,000	10		30,000
Total				850,000

III Estimated Total cost for Civil Registration				16,999,970
Assist the Ministry of Justice with the strategic planning for civil registration (2004)				
Stakeholder conferences	3,000	3		9,000
Roundtables	1,000	4		4,000
Distant expert review - 1 expert 10 days	300	10		3,000
visiting experts - 3 experts 10 days	500	30		15,000
travel - 3 experts	1,000	3		3,000
translation	1,000	1		1,000
printing	5	1,000		5,000
Strategic review planning workshops	10,000	2		20,000
Strategic review meetings	1,000	20		20,000
Internal training seminars	1,000	50		50,000
Code of Conduct review meetings	5,000	4		20,000
External roundtable seminars	1,000	50		50,000
Total				200,000
Assist the Ministry of Justice with the operational planning for the civil registration (2004 - 2005)				
Coordination Cell - 4 experts, 3 months	8,000	4	3	96,000
Travel for experts - 8 air tickets	1,000	8		8,000
DSA for Georgia	3,000	1		3,000
Rent	2,000	24		48,000
Stakeholder conferences	3,000	24		72,000
Roundtables	1,000	24		24,000
Distant expert review - 3 expert 10 days	300	10	3	9,000
Visiting experts - 3 experts 10 days	500	30		15,000
Travel - 3 experts	1,000	3		3,000
DSA for visit to Bosnia - 35 people, 10 days	35	150	10	52,500
Travel costs for visit to Bosnia - 35 people	1,000	35		35,000
Translation	5,000	1		5,000
Printing	5	1,000		5,000
Publications	5	30,000		150,000
Supplies	1,000	24		24,000
Furniture	1,000	24		24,000
Equipment	50,000	2		100,000
Fuel costs	500	24		12,000
Misc. Expenses	14,500			14,500
Total				700,000
Assist the Ministry of Justice with the implementation of the civil registration process (2005 - 2006)				
Staff Costs				
Registration Team Supervisor	125	400	4	200,000
Registration Clerks	100	1,600	4	640,000
Trainers	182	108	1	19,636
Drivers	100	250	4	100,000
Administrative Assistants	100	80	4	32,000
Data Centre Supervisors	200	15	5	15,000
Data Centre Clerks	182	150	4	109,200
IT Support Staff	500	30	5	75,000
Consultants	8,000	4	8	256,000
International Technical Support Staff	5,000	8	8	320,000
System Administrators	5,000	6	8	240,000
Technical Support Staff	500	30	6	90,000
Security Guards	100	100	6	60,000
Translators	200	10	4	8,000
Sub-Total				2,164,836
Travel and Transport Costs				
Airfare	1,000	30	1	30,000
Transport - Car rental and fuel costs	500	250	4	500,000
Travel Costs	5,000	1	6	30,000
Training Team (Monitoring)	182	108	3	58,968
Sub-Total				618,968
Other Services and Utilities				
Civil Registration Office Rental	200	400	4	320,000
Utilities (communal costs, light and heating)	50	400	4	80,000
Central Civil Registry Office rental	5,000	1	8	40,000
Communication costs	50	400	4	80,000
Printing Training Manual (3000)	5	2,500	1	12,500
Photocopying services	200	400	4	320,000
Printing of bar-coded self-carbon forms	0.03	5,000,000	1	150,000
Rental of Data Entry Centre	25,000	1	7	175,000
Public Information Campaign	125,000	1	6	750,000
Sub-Total				1,927,500
Supplies				
Office supplies (stationery, CDs, etc.)	300	400	1	120,000
Computers	1,200	500	1	600,000
Printers	300	500	1	150,000
Bio-Data Capture Kits (rental, insurance, maintenance)	1,000	400	4	1,600,000
Toner cartridges for printer cartridges	24	5,000	1	122,000
Servers	25,000	4	1	100,000
ID Card production system	25,000	14	1	350,000
System maintenance (software, application, hardware) per month	25,000	1	6	150,000
ID Cards	1.5	3,500,000	1	5,250,000
Digital cameras	400	400	1	160,000
Network for servers	20,000	1	1	20,000
Sub-Total				8,622,000
Client Infrastructure	200,000	10	1	2,000,000
Total Direct Project Costs				15,333,304
Unforeseen Operational Costs 5%				766,665
Total				16,099,970
I Estimated Total Cost for Legislative Reform				400,000
II Estimated Total Cost for Election Administration Reform				2,200,000
III Estimated Total cost for Civil Registration				16,999,970
OSCE Common Incremental Costs (4%)				783,999
GEAP Phase III Estimated Total Direct Costs				20,383,969