



ENEMO INTERNAL POLICIES



ENEMO Internal policies

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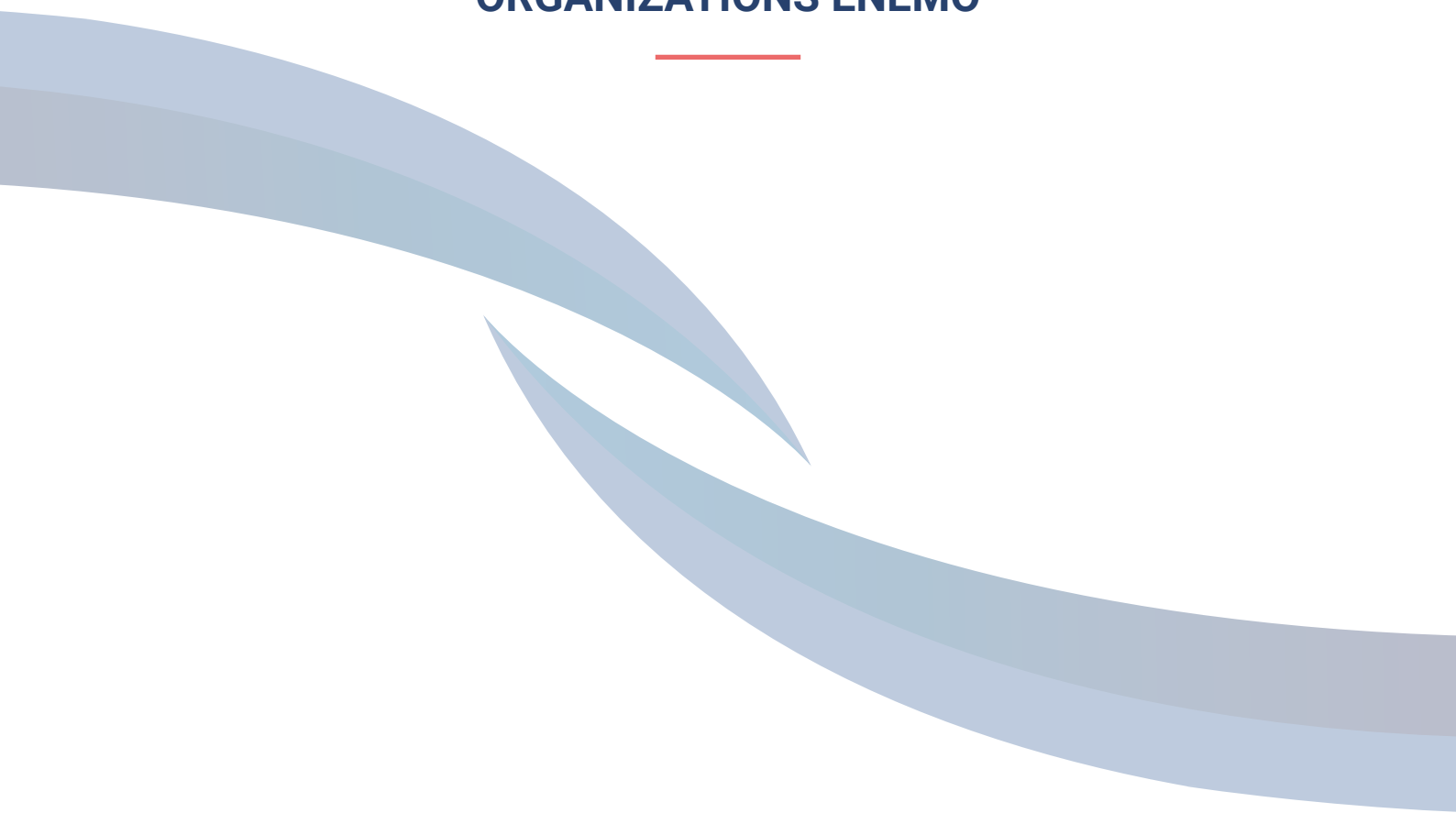
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**CONSTITUTIONAL PROTOCOL
OF EUROPEAN NETWORK OF ELECTION MONITORING
ORGANIZATIONS ENEMO**



Based on article 23 of the Law on Non-governmental organizations ("Sluzbeni list Crne Gore, no 039/11 from 04/08/2011, 037/17 from 14/06/2017) members of the European Network of Election Monitoring Organizations at the founding Assembly held on 28/05/2022 in Budva adopt the

CONSTITUTIONAL PROTOCOL OF EUROPEAN NETWORK OF ELECTION MONITORING ORGANIZATIONS ENEMO

Article 1 DEFINITIONS

1. ENEMO means European Network of Election Monitoring Organizations.
2. ENEMO's members are signers of the Constitutional Protocol.

Article 2 MISSION AND AIMS

1. European Network of Elections Monitoring Organizations (ENEMO) is an international organization composed of leading non-profit, non-partisan and non-governmental organizations that works independently or with its member organizations towards improvement of electoral processes, greater transparency of the governments and their accountability to the citizens and respect of basic human rights and freedoms.
2. ENEMO strives for promotion of civic organizations' involvement in election monitoring.
3. In order to achieve its mission ENEMO is:
 - Promoting the standards of the network regarding election monitoring;
 - Supporting international and exchange projects among ENEMO members;
 - Developing information resources of electoral legislation and systems;
 - Providing international support to members;
 - Supporting communication and information exchange between members;
 - Providing support to new election monitoring initiatives;
 - Building relations with other international bodies active in election related matters;
 - Promoting election monitoring as effective way to engage, educate and empower citizens.

Article 3 WORKING PRINCIPLES

1. ENEMO operates upon the following principles:
 - Avoiding conflict of interests;

- Principles of good governance and transparency;
- Equality of its members, according to their respective membership status;
- Adherence to the Declaration of Global Principles for Nonpartisan Election Observation and Monitoring by Citizen Organizations and international election monitoring standards.

Article 4

MEMBERSHIP AND TYPES OF MEMBERSHIP

1. An organization is eligible to be an ENEMO member should it meet the following basic criteria:
 - The organization is non-governmental;
 - The organization is non-profit;
 - The organization is non-partisan;
 - The organization is registered or de-facto operating in its own country, is active, functional and transparent and accountable to ENEMO regarding the criteria mentioned in this article.
2. ENEMO recognizes 4 types of membership: full membership, consultative membership, associate membership, and honorary membership.
3. In order to apply, new members must have at least two recommendations from ENEMO full members. When a new organization joins the Network, it receives the status of associate member, or the status of a consultative member, depending on its projects and activities.
4. An associate member may apply for full membership after two years since joining the Network. The decision for granting full membership status is made by the General Assembly with 2/3 majority of the total number of full members.
5. A consultative member can become an associate member in case it starts election-related activities after becoming a consultative member of ENEMO while preserving other criteria for associate membership. The change of membership type is to be supported by the 2/3 majority of the total number of full members.
6. New members are to be accepted by the General Assembly with 2/3 majority of the total number of full members.
7. Members can be excluded or suspended from ENEMO by the General Assembly with 2/3 majority of the total number of full members.
8. Based upon request of a member organization, they may self-suspend or self-exclude.
9. Members shall be excluded from their membership in the Network if they no longer fulfill the basic criteria for their membership, set in Paragraph 1 of this Article.
10. Members shall be suspended from their membership in the Network if they are not cooperative within the Network and if they do not respect the Constitutional Protocol, as well as the ENEMO Policies and Procedures. The suspension shall be reviewed at the next General Assembly session. If the organization still has not improved its conduct, it shall be excluded from ENEMO membership.
11. A procedure for suspension of an ENEMO member may be initiated by at least one ENEMO full member in front of the Governing Board. The Governing Board, upon revision of the initiative and presented facts shall decide whether it shall propose suspension to the General Assembly.
12. The members shall submit an annual report no later than the end of February for the previous year. The annual report will be the basis for determination of the membership status of the organizations by the Governing Board. The form of the report shall be determined by the Governing Board and can be a subject of change.

Article 5

FULL MEMBERS

1. Besides fulfilling the basic criteria set in Article 4, Paragraph 1, an organization is eligible to be an ENEMO full member should it meet the following additional criteria:
 - The organization is an election monitoring organization;
 - The organization has implemented at least one election-related project or activity during the past 4 years;
 - The organization respects international standards set in the Declaration of Global Principles for Nonpartisan Election Observation and Monitoring by Citizen Organizations;

- The organization has implemented at least one active project during the last calendar year, as proven by the submitted annual report;
- The organization pays membership fee, except when the Governing Board makes a decision for exemption from paying membership fee, upon request from the respective ENEMO full member.

Article 6

RIGHTS AND RESPONSIBILITIES OF FULL MEMBERS

1. ENEMO full members have the following rights and responsibilities:
 - vote on the sessions of the General Assembly;
 - nominate and elect members for the Governing Board and for the position of President of ENEMO;
 - nominate candidates for all the positions within an election observation mission (EOM): members of the Core Team, LTOs and STOs;
 - recommend candidates outside of the Network for the positions within the Core Team, apart from the positions of the Head of Mission and Deputy Head of Mission;
 - nominate candidates for positions within non-election monitoring related projects.

Article 7

LOSING THE FULL MEMBER STATUS

1. The organization shall lose its full member status should the following conditions arise:
 - The organization no longer fulfills all the criteria for full membership status set in Article 4, Paragraph 1, and in Article 5;
 - The organization does not pay its membership fee within the prescribed deadline;
 - The organization does not attend 2 consecutive sessions of the General Assembly;
 - The organization fails to communicate with ENEMO for the duration of 1 year.
2. Should one of the above mentioned conditions arise, the General Assembly shall decide to remove the organization from full member status. The General Assembly should decide about the organization's new status at the same meeting. The new membership status can be reviewed at the next General Assembly session, upon request from the organization, and should the above mentioned conditions be no longer valid, the organization shall be reinstated as a full member, unless the organization is excluded.

Article 8

MEMBERSHIP FEE

1. ENEMO full members are obliged to pay the annual membership fee.
2. The amount of the fee shall be set with a decision of the General Assembly.
3. The deadline for paying the membership fee shall be 30 June for the ongoing year.

Article 9

ASSOCIATE MEMBERS

1. Besides fulfilling the basic criteria set in Article 4, Paragraph 1, an organization is eligible to be an ENEMO associate member should it meet the following additional criteria:
 - The organization has implemented at least one election-related project or activity during the past 4 years;
 - The organization respects the international standards set in the Declaration of Global Principles

for Nonpartisan Election Observation and Monitoring by Citizen Organizations.

Article 10

RIGHTS AND RESPONSIBILITIES OF THE ASSOCIATE MEMBERS

1. ENEMO associate members have the following rights and responsibilities:
 - Participate in the work of the General Assembly without the right to vote;
 - Do not pay the membership fee;
 - Nominate STOs for EOMs. The number of STOs from the associate members cannot be higher than 30% of the average number of STOs allocated to full members;
 - Nominate candidates for positions within non-election monitoring related projects.

Article 11

CONSULTATIVE MEMBERS

1. Besides fulfilling the basic criteria set in Article 4, Paragraph 1, an organization is eligible to be an ENEMO consultative member should it meet the following additional criterion:
 - The organization conducts projects and activities in the areas of human rights, democratization, and other related fields.

Article 12

RIGHTS AND RESPONSIBILITIES OF THE CONSULTATIVE MEMBERS

1. ENEMO consultative members have the following rights and responsibilities:
 - Participate in the work of the General Assembly without the right to vote;
 - Do not have the right to nominate and elect members for the Governing Board and for the position of President of ENEMO;
 - Do not pay the membership fee;
 - Nominate candidates for positions within non-election monitoring related projects.

Article 13

HONORARY MEMBERS

1. An Honorary member is an individual who is elected as a member of the General Assembly for a period between two General Assemblies to represent an ENEMO full member organization that lost its legal status due to repression of the regime in its country.
2. The organization that he/she represents, aside from fulfilling the basic criteria set in Article 4, Paragraph 1, needs to meet the following additional criteria:
 - The organization is an election monitoring organization;
 - The organization has implemented at least one election-related project or activity during the past 4 years;
 - The organization respects international standards set in the Declaration of Global Principles for Nonpartisan Election Observation and Monitoring by Citizen Organizations;
 - The organization has implemented at least one active project during the last calendar year, as evidenced by the submitted annual report;
3. Every General Assembly status of Honorary member needs to be renewed with a 2/3 majority of the total number of full members.

Article 14

RIGHTS AND RESPONSIBILITIES OF HONORARY MEMBERS

1. ENEMO honorary members have the following rights and responsibilities:
 - vote on the sessions of the General Assembly;
 - nominate members for the Governing Board and for the position of President of ENEMO;
 - nominate candidates for all the positions within an election observation mission (EOM): members of the Core Team, LTOs and STOs;
 - recommend candidates outside of the Network for the positions within the Core Team, apart from the positions of the Head of Mission and Deputy Head of Mission;
 - nominate candidates for positions within non-election monitoring related projects.

Article 15

ENEMO BODIES

1. ENEMO has two governing bodies and one executive body: the General Assembly and the Governing Board as governing bodies and the Central Executive Office as an executive body.
2. If necessary, the General Assembly and the Governing Board can create additional bodies such as boards, commissions, and clubs in order to facilitate ENEMO's functioning.

Article 16

GENERAL ASSEMBLY

1. ENEMO General Assembly is composed of all ENEMO Members. Members are represented at the General Assembly by their Liaison Officer.
2. The General Assembly meets at least once a year. The unscheduled General Assembly will meet if a request for the meeting is submitted in writing by at least 1/3 of members no later than 30 days from the day the request was submitted.
3. 2/3 of the full members have to be present for the General Assembly to take place. Associate and consultative members are not considered when calculating the quorum.
4. Decisions are made by more than 50% of the present full members, but not less than 1/3 of the total number of full members.
5. Amendments to the Constitutional Protocol are adopted with the vote of 2/3 of the full members. No amendment to the Constitutional Protocol shall be open for discussion until it has been seconded by a full member, but the proposer shall have the right to speak on the amendment in order to find a seconder.
6. General Assembly:
 - accepts, excludes and suspends members;
 - adopts and amends the Constitutional Protocol, the Rules of Procedure and program for work of ENEMO;
 - sets goals and aims;
 - elects and dismisses the President of ENEMO and the Governing Board members and directs the Governing Board's activities;
 - votes upon documents and initiatives;
 - adopts a annual financial report;
 - decides on changing the goal, stopping the work of the Organization and distribution of remaining assets;
 - adopts report about the work of ENEMO;
 - conducts other activities.
7. The work of the General Assembly shall be regulated in more detail with the Rules of Procedure. The Rules of Procedure shall be adopted and amended by more than 50% of the full members.
8. A General Assembly meeting can be organized online only in the case where the General Assembly does not plan to elect the President and members of the Governing Board.

9. The General Assembly is chaired by the President of ENEMO. In his absence, the General Assembly is chaired by another member of the GA based on a decision of the General Assembly.

Article 17

WORKING LANGUAGE

1. Working language of the ENEMO bodies is English. All meetings, official communication and documentation of the ENEMO bodies will be in the English language.
2. The working languages within an EOM shall be determined in accordance with the Type, Size and Composition of Election Missions Policy.

Article 18

GOVERNING BOARD

1. The Governing Board shall consist of 5 full member organizations (hereinafter Members) out of whom one shall be the President of ENEMO.
2. The Governing Board members shall be elected through a secret vote by the General Assembly, upon nominations by at least one-member organization. A preferential voting for electing the Governing Board members shall be used. The member organizations can vote for a maximum of 4 members on the ballot. The candidates with the highest number of votes shall be elected. If any number of mandates cannot be allocated due to equal number of votes, the tied candidates shall go to as many subsequent rounds as required in order to elect all 4 Governing Board members.
3. The Governing Board is elected for a 2-year term. An organization cannot be elected to the Governing Board for more than 2 consecutive terms, except for the position of President of ENEMO for which an organization cannot be nominated for a second consecutive term.
4. Each of the organizations, Members of the Governing Board, appoints one person to represent the organization in this body.
5. The Governing Board works on sessions which are held on a need basis.
6. At least 3 members of the Governing Board members must be present for the session of the Governing Board to take place.
7. Decisions are made with at least 3 votes by the Governing Board members.
8. The main tasks of the Governing Board are as follows:
 - Establishes internal policies and procedures;
 - Supervises the CEO's activities and performance;
 - Presents to the General Assembly the plan for the upcoming year designed in joint effort with the CEO;
 - Implements jointly with CEO the fundraising plan;
 - Selects Core Team members within an EOM;
 - Prepares and organizes the sessions of the Governing Board and the General Assembly in co-operation with the CEO;
 - maintains contact and communication with other international organizations, diplomatic representatives, international CSOs and governments in accordance with the Communications and Visibility Policy;
 - reports at least on a monthly basis to the Network and submits annual report to the General Assembly;
 - conduct fundraising activities for the Network;
 - conducts other activities.
9. The work of the Governing Board shall be regulated in more detail with the Rules of Procedure.

Article 19

PRESIDENT OF ENEMO

1. The President of ENEMO shall be elected through a secret vote by the General Assembly, upon nominations by at least one member organization. Nominations by the member organizations should be submitted to the Network at least one week prior to the General Assembly session on which the elections will take place.
2. Candidates for President of ENEMO must present a plan of actions for their term to the General Assembly.
3. The candidate who wins more than 50% of the votes by all ENEMO full members shall be elected as President of ENEMO.
4. In cases when there are two or more candidates who run for the President of ENEMO, and none of them receives the necessary majority of more than 50% of the full members, a second round is organized between the two candidates with the highest number of votes. In the second round, the candidate who wins more than 50% of the votes of all full members, is elected. If again none of the candidates receives the necessary majority, new extraordinary elections are called for the President of ENEMO.
5. In cases when the only candidate did not receive the requested majority, new extraordinary elections are called.
6. In the newly-called extraordinary elections, all members present at the General Assembly are allowed to be candidates, without prior notice. The provisions regarding the majority required for the election of the President of ENEMO apply in the same way as in the case of ordinary elections.
7. The President of ENEMO in cooperation with the CEO represents ENEMO and maintains contact and communication with other international organizations, diplomatic representatives, international CSOs and governments in accordance with the Communications and Visibility Policy.
8. The President of ENEMO represents ENEMO at international events. In cases when the President of ENEMO is unable to attend, this task may be delegated to the Governing Board members or to the Executive Director of the CEO.
9. The President of ENEMO signs the documents that are the subject of an official correspondence, unless they are under the competence of the CEO, in which case they are signed by the Executive Director.

Article 20

CENTRAL EXECUTIVE OFFICE (CEO)

1. The Central Executive Office (CEO) is the responsible body for implementing all the acts and regulations adopted by the Governing Board and the General Assembly.
2. The CEO shall be located in accordance with a decision by the Governing Board, approved by more than 50% of the full members.
3. The CEO is headed by an Executive Director and it employs staff depending on the current activities and available funds.
4. The Executive Director shall be employed and dismissed by the Governing Board in accordance with the Employment Policy. The other staff members shall be employed by the Executive Director, in accordance with the Employment Policy and the program approved by the Governing Board.
5. The term of Executive director is 4 years.
6. The CEO and the Executive Director shall conduct their activities in accordance with the legislation in the country of operation.
7. The performance and legality the work of the CEO in general and the Executive Director in particular is supervised by the Governing Board;
8. Should any conditions restricting the functioning of the CEO arise, the President of ENEMO shall fulfill the responsibilities of the CEO until such conditions prevail.

Article 21

SCOPE OF WORK OF THE CENTRAL EXECUTIVE OFFICE

1. The Central Executive Office:
 - Implements strategic plans (ENEMO strategic plan; PR plan; Fundraising Plan) adopted by the Governing Board and the General Assembly;
 - Conducts activities in accordance with the regulations adopted by the Governing Board and the General Assembly;
 - Prepares and administers projects and monitors their implementation;
 - Prepares and administers EOMs;
 - Disseminates information among ENEMO bodies and preserves internal communication between the CEO, the President of ENEMO, the Governing Board and the member organizations, in accordance with the Communication and Visibility Policy;
 - Maintains contact and communication with other international organizations, diplomatic representatives, international CSOs and governments in accordance with the Communications and Visibility Policy;
 - Gathers and maintains the (digital/electronic) archive of ENEMO operations/activities (institutional memory) in accordance with the Archiving Policy;
 - Prepares and organizes the sessions of the Governing Board and the General Assembly in cooperation with the Governing Board;
 - Maintains ENEMO web pages and accounts on social media channels;
 - Conducts other activities.

Article 22

RIGHTS AND RESPONSIBILITIES OF THE EXECUTIVE DIRECTOR

1. The Executive Director shall have the following duties and responsibilities:
 - Is the legal representative of ENEMO;
 - Signs contracts and takes other legal actions in the name of ENEMO.
 - Responsible for the financial work of the CEO;
 - Manages ENEMO funds and ensures that the projects' expenditures correspond with the planned budget and are accounted for, as prescribed by the legislation in the country of operation and donor requirements;
 - Develops annual plan in a joint effort with the Governing Board which is approved by the General Assembly;
 - Reports on the work of the CEO to the Governing Board;
 - Manages and coordinates day-to-day activities of the CEO;
 - Supervises drafting of project proposals and monitors the implementation of the projects;
 - Delegates duties and responsibilities to the CEO staff members and monitors and evaluates their work;
 - Monitors administrative and technical issues;
 - Maintains communication with relevant stakeholders;
 - Fundraises with support and guidance from the Governing Board;
 - Signs contracts with donors and other relevant financial documents;
 - Submits quarterly written reports to the Governing Board about the work of the CEO;
 - Responsible for hiring staff for non-election monitoring related projects in accordance with the Employment Policy;
 - Responsible for hiring staff for EOMs selected by the Governing Board in accordance with the Employment Policy and the Type, Size and Composition of Election Missions Policy;
 - Submits after approval of the Governing Board to the General Assembly an annual program and financial report.

Articles 23

CONFLICT OF INTEREST

1. Members of the Governing Board and Executive director of ENEMO can not be from the same ENEMO member organization.

Article 24

WAY OF FINANCING

1. The Organization gains assets through membership fees, voluntary contributions, donations, requests, interests on the stake, dividends, rents, income from the business activity and other ways that are in accordance with the law.

Article 25

CONDUCTING ECONOMIC ACTIVITIES

1. ENEMO performs following economic activities if necessary:
 - 58.11 – publishing of books;
 - 58.13 – publishing of newspaper;
 - 58.14 – publishing of magazines and periodical issues;
 - 58.19 – other publishing activities.
2. Predominant economic activity is: 58.19 – other publishing activities.

Article 26

STAMP AND SIGN

1. ENEMO has its own stamp, made in the Latin alphabet.
2. The ENEMO stamp is rectangular and contains the name in English language and the ENEMO sign.
3. ENEMO has its own sign determined by the Governing Board's special decision.
4. Ways of using the ENEMO sign are determined by the Governing Board or the authorized person.

Article 27

CESSATION OF WORK

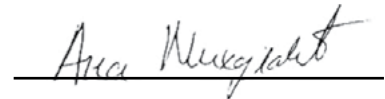
1. The initiative for starting the procedure of work cessation of the Organization can be submitted by 1/3 of members of the General Assembly.
2. 2/3 majority of present General Assembly's members decides about the cessation of work of the Organization.
3. In case of work cessation of the Organization, decision about the asset distribution makes the General Assembly with 2/3 majority of all members.

Article 28

TRANSITIONAL AND FINAL PROVISIONS

1. All issues not regulated by this Constitutional Protocol will be directly regulated by the provisions of the Law on Non-governmental Organizations.
2. By adoption of this Statute, the Statute adopted on February 12, 2018 in Podgorica ceases to be valid.
3. The Statute shall enter into force upon its adoption.

Budva, Montenegro
28th of May 2022



President of ENEMO
Ana Mihajlovic

RULES OF PROCEDURE OF THE ASSEMBLY



RULES OF PROCEDURE OF THE ASSEMBLY

General Provisions

Article 1

The Rules of Procedure regulate in more detail:

- the work of the Assembly;
- the announcement, preparation and the conduct of the Assembly sessions;
- the decision making;
- the manner of voting;
- other issues.

The Assembly shall perform its functions, rights and responsibilities in accordance with the Constitutional Protocol of ENEMO and these Rules of Procedure.

Article 2

The work of the Assembly is chaired by the President of ENEMO.

Functions of the Assembly

Article 3

The Assembly:

- accepts, excludes and suspends members;
- adopts and amends the Constitutional Protocol, the Rules of Procedure and program for work of ENEMO;
- sets goals and aims.
- elects and dismisses the President of ENEMO and the Governing Board members and directs the Governing Board's activities;
- votes upon documents and initiatives;
- adopts report about the work of ENEMO;
- conducts other activities.

Assembly Sessions

Article 4

The Assembly works on sessions which are held at least once a year.

Article 5

The Assembly sessions are summoned by the President of ENEMO or upon request by 3/1 of the total number of full members.

Article 6

ENEMO full members have the right and the obligation to attend the Assembly sessions, actively participate in the discussion and to vote on the proposed acts and decisions.

ENEMO associate and consultative members have the right to attend the Assembly sessions, and to actively participate in the discussion, but do not have the right to vote on the proposed acts and decisions.

Associate and consultative members have to cover the full expenses for participation at the Assembly sessions. Exceptions may be made upon the availability of funds.

Article 7

ENEMO members who are unable to attend the session shall inform the President of ENEMO about this matter at least 7 days before the beginning of the session.

ENEMO members who are unable to attend the session have the right to submit their opinions and proposals regarding the acts put in the agenda in written form to the President of ENEMO. The opinions and proposals should be sent at least 5 days before the beginning of the session.

Preparation of Assembly Sessions

Article 8

The Central Executive Office prepares and organizes the Assembly sessions in cooperation with the Governing Board.

The preparation consists of the following:

- setting the agenda;
- preparation of material for the session
- sending invitations for the session to all ENEMO members.

All proposals submitted before the sending of the invitations shall be included in the agenda.

Article 9

First notice about the time of holding the session shall be sent to the Network at least 30 days prior to the session.

The invitations for the session, together with the proposed agenda, as well as the accompanying materials shall be sent to the ENEMO members at least 15 days before the beginning of the session.

Agenda

Article 10

The session shall begin with the adoption of the minute from the previous session. After this, the agenda is adopted. The agenda may be expanded upon request by an ENEMO full member.

The agenda shall be adopted by a vote from more than %50 of the present full members.

Discussion

Article 11

If the sufficient number of full members is present, the Assembly shall begin with its work.

The Secretary General opens the discussion regarding the items on the agenda, giving the floor to the members in the order in which they have requested to speak.

Voting

Article 12

After the discussion has ended, the President of ENEMO presents the draft-decisions for voting, in the order in which they have been proposed in the session.

The decisions are made by a majority of the present full members, but not less than 3/1 of the total number of full members, and unless another type of majority is prescribed in the Constitutional Protocol.

If there is more than 1 proposal for one item, the proposal which won the majority of the present full members and at the same time won the most number of votes shall be adopted.

Article 13

The decisions of the Assembly are made by public voting, except for decisions regarding the election of positions, acceptance of new members, suspension and exclusion which are made by a secret vote.

The ENEMO members can vote in the following ways: "for", "against" or "abstaining".

3/1 of the present full members may propose making a decision by a secret vote for issues other than the ones set in Paragraph 1 of this Article. The decision to vote in secret shall be made by a 3/2 majority of the present full members.

Article 14

The President of ENEMO signs the adopted acts and decisions by the Assembly.

Minutes

Article 15

Minutes shall be kept from the Assembly sessions. The President of ENEMO shall propose the person which will keep the minutes and this decision should be supported by the Assembly by more than %50 of the present full members. The minutes shall be signed by the President of ENEMO and two elected full members.

The minutes shall contain the following:

- the date and the place where the session is held;
- number of present full and non-full members;
- the time of the start and the end of the session;
- the agenda;
- submitted proposals and adopted conclusions related to items on the agenda;
- names and surnames of the speakers;
- the most important contents of the discussions.

A list of all the present full and non-full members is attached to the minutes.

Article 16

The minutes of the session shall be sent to the Network not later than 30 days after the end of the Assembly session.

ENEMO members have the right to request corrections of the minutes and the corrections should be sent no later than 5 days after the member has received the minutes. The Governing Board makes a decision about the acceptance of the corrections no later than 5 days after the submission of the corrections and sends the final text of the minutes to the members no later than 7 days after the decision has been made.

The minutes of the session shall be sent to the ENEMO members together with the materials for the next session of the Assembly.

Article 17

The minutes of the sessions, as well as the adopted acts and decisions shall be kept in the archive of the network, in accordance with the Archiving Policy.

The minutes shall be made available upon request from the ENEMO members.

Electing Governing Board members and the President of ENEMO

Article 18

The Governing Board members shall be elected through a secret vote by the Assembly, upon nominations by at least one member organization. A preferential voting for electing the Governing Board members shall be used. The member organizations can vote for a maximum of 4 members on the ballot. The candidates with the highest number of votes shall be elected. If any number of mandates cannot be allocated due to equal number of votes, the tied candidates shall go to as many subsequent rounds as required in order to elect all 4 Governing Board members.

Vote of Confidence for the Governing Board members

Article 19

The President of ENEMO shall be elected through a secret vote by the General Assembly, upon nominations by at least one member organization. Nominations by the member organizations should be submitted to the Network at least one week prior to the General Assembly session on which the elections will take place.

The candidate who wins more than %50 of the votes by all ENEMO full members shall be elected as President of ENEMO.

RULES OF PROCEDURE OF THE GOVERNING BOARD



RULES OF PROCEDURE OF THE GOVERNING BOARD

General Provisions

Article 1

The Rules of Procedure regulate in more detail:

- the work of the Governing Board;
- the announcement, preparation and the conduct of the Governing Board sessions;
- the decision making;
- the manner of voting;
- other issues.

The Governing Board shall perform its functions, rights and responsibilities in accordance with the Constitutional Protocol of ENEMO and these Rules of Procedure.

Article 2

The work of the Governing Board is chaired by the President.

Article 3

The Governing Board performs its functions through sessions, as well as through activities conducted by the President and the other Governing Board members.

Functions of the Governing Board

Article 4

The Governing Board:

- Establishes the Central Executive Office and supervises its activities and performance;
- Presents to the Assembly the plan for the upcoming year designed in joint effort with the CEO;
- Implements jointly with CEO the fundraising plan;
- Selects Core Team members within an EOM;
- Prepares and organizes the sessions of the Governing Board and the Assembly in cooperation with the CEO;
- maintains contact and communication with other international organizations, diplomatic representatives, international CSOs and governments in accordance with the Communications and Visibility Policy;
- reports at least on a monthly basis to the Network and submits annual report to the Assembly;
- conducts other activities.

Governing Board Sessions

Article 5

The Governing Board works on sessions which are held on a need basis, should there are available funds.

If there are not sufficient funds, the sessions shall be held through electronic means of communication.

Article 6

The Governing Board sessions are summoned by the President or upon request by 2 Governing Board members.

Article 7

Governing Board members have the right and the obligation to attend the Governing Board sessions, actively participate in the discussion and to vote on the proposed acts and decisions.

Article 8

Governing Board members who are unable to attend the session shall inform the President about this matter at least 5 days before the beginning of the session.

Governing Board members who are unable to attend the session have the right to submit their opinions and proposals regarding the acts put in the agenda in written form to the President.

Preparation of Governing Board Sessions

Article 9

The Central Executive Office prepares and organizes the Governing Board sessions in cooperation with the Governing Board.

- The preparation consists of the following:
- setting the agenda;
- preparation of materials for the session;
- sending invitations for the session to all Governing Board members.

All proposals submitted before the sending of the invitations shall be included in the agenda.

Article 10

The invitations for the session, together with the proposed agenda, as well as the accompanying materials shall be sent to the Governing Board members at least 10 days before the beginning of the session.

Agenda

Article 11

The session shall begin with the adoption of the minute from the previous session. After this, the agenda is adopted. The agenda may be expanded upon request by a Governing Board member.

The agenda is adopted by a vote from at least 3 Governing Board members.

Discussion

Article 12

If the sufficient number of Governing Board members is present, the Governing Board shall begin with its work.

The President opens the discussion regarding the items on the agenda, giving the floor to the members in the order in which they have requested to speak.

Voting

Article 13

After the discussion has ended, the President presents the draft-decisions for voting, in order in which they have been proposed on the session.

The decisions are made by a vote from at least 3 Governing Board members.

If there is more than 1 proposal for one item, the proposal which won at least 3 votes and at the same time won the most number of votes shall be adopted.

Article 14

The decisions of the Governing Board are made by public voting.

The Governing Board members can vote in the following ways: "for", "against" or "abstaining".

Article 15

The President signs the adopted acts and decisions by the Governing Board.

Minutes

Article 16

Minutes shall be kept from the Governing Board sessions. The President shall propose the person which will keep the minutes and this decision should be supported by 3 Governing Board members. The minutes shall be signed by the President and two elected members.

The minutes shall contain the following:

- the date and the place where the session is held;
- number of present Governing Board members;
- the time of the start and the end of the session;
- the agenda;
- submitted proposals and adopted conclusions related to items on the agenda;
- names and surnames of the speakers;
- the most important contents of the discussions.

A list of all the present Governing Board members is attached to the minutes.

Article 17

The minutes of the session shall be sent to the Governing Board members not later than 7 Governing Board members have the right to request corrections of the minutes and the corrections should be sent not later than 5 days after the member has received the minutes. The Governing Board makes decision about the acceptance of the corrections not later than 5 days after the submission of the corrections and sends the final text of the minutes to the Network not later than 7 days after the decision has been made.

The minutes of the session shall be sent to the Governing Board members together with the materials for the next session of the Governing Board.

Article 18

The minutes of the sessions, as well as the adopted acts and decisions shall be kept in the archive of the network, in accordance with the Archiving Policy.

The minutes shall be made available upon request from the ENEMO members.

Amending the Rules of Procedure

Article 19

The Rules of Procedure shall be amended by a vote from more than %50 of the full members of the Assembly.

EMPLOYMENT POLICY



Based on Article 18 paragraph 8 of the Constitutional Protocol, the Governing Board of the European Network of Election Monitoring Organizations ENEMO at the meeting held on 05 July 2022 adopts the

EMPLOYMENT POLICY

PART ONE GENERAL PROVISIONS

Subject Article 1

1. This policy regulates the basics, conditions and procedures for employment and engagement of all individuals contracted (hereinafter: CONTRACTORS) by the European Network of Election Monitoring Organizations (hereinafter: ENEMO), members of ENEMO's bodies, representatives of ENEMO member organizations or other individuals that are parts of ENEMO activities.

The Goal of Adopting This Rulebook Article 2

1. The goal of adopting this employment policy is to improve the hiring and work engagement procedure in ENEMO.
2. This policy applies to staff members at the Central Executive Office (hereinafter: CEO), as well as all contracted individuals in ENEMO projects/missions.
3. ENEMO recognizes two types of contracts – full time and part time, depending on the nature and type of the implemented projects/activities.

PART TWO

WORK POSITIONS AND HUMAN RESOURCES MANAGEMENT

CHAPTER I

RECRUITING AND JOB ANNOUNCEMENT

Recruiting, Selection and Hiring

Article 3

1. Recruiting is conducted solely based on ability, merit, qualifications, and competence, without regard to race, colour, religion, national origin, sex, marital status, pregnancy, disability, age or other.
2. An applicant, whether for an announced opening or a possible future one, shall submit an application form and a CV in English language proving their qualifications prior to being considered for any position.
3. The application process is open to everyone, regardless of whether they belong to the member organizations of ENEMO.
4. In the process of selection of candidates, should there be candidates with equal qualifications, the following rules shall be applied:
 - If there are candidates who are nominated by ENEMO members and candidates outside of the ENEMO network, preference shall be given to ENEMO members candidates;
 - If all candidates are nominated by ENEMO members, the decision shall be made by the body responsible for the respective position, in accordance with the procedure below;
 - If all candidates are nominated outside of the ENEMO network, the decision shall be made by the body responsible for the respective position, in accordance with the procedure prescribed in this Rulebook.
5. The local staff in EOMs shall be contracted in accordance with the legislation of the country of registration.
6. Some staff members (both full and part time), unless foreseen differently, may serve a certain probationary period.
7. The probationary period of a staff member whose absence from service for legitimate reasons makes it difficult to assess their performance, may be extended.
8. Should the probationary period prove to be unsatisfactory, it may be decided to terminate the staff member's appointment or assignment by giving one-month notice.

Executive Director Job Announcement

Article 4

1. The President of ENEMO prepares the job announcement for the Executive Director and presents it to the Governing Board for review and final approval.
2. The President of ENEMO shall circulate the job announcement on the network and shall publish it on ENEMO communication channels.
3. The announcement shall be published at least 30 (thirty) days prior to the closing date.
4. The job announcement for the Executive Director shall contain the Terms of Reference (hereinafter: ToR) for this position which is a part of this policy.

Job Announcement for the Non-Election Monitoring Related Projects Staff

Article 5

1. The Executive Director drafts the job announcement and distributes it among the members. Approval is needed if ToR is not an integral part of this policy.
2. The Executive Director shall circulate the job announcement on the network and shall publish it on ENEMO communication channels.
3. The time of publishing and the type of announcement (open or internal announcement) shall depend on the nature of the position and the nature of the project.
4. The announcement shall be published at least 14 (fourteen) days prior to the closing date.
5. Should conditions arise for employing/contracting staff on a short notice, the time of duration of the announcement can be less than 14 (fourteen) but not less than 5 days.

EOMs/International Staff Job Announcement

Article 6

1. The Executive Director should draft and circulate the job announcement on the network and shall publish it on ENEMO communication channels.
2. The announcement shall be published at least 7 (seven) days prior to the closing date.
3. The job announcement shall be open and it shall be published at least 7 (seven) days prior to the closing date.
4. External experts can apply on open calls for all Core Team positions, except Head of Mission and Deputy Head of Mission, but ENEMO members' nominees shall have priority, based on the evaluation from the ToR requirements.
5. Requirements for the external experts besides the skills and qualifications deriving from the ToR shall be:
 - Reference from at least one (1) ENEMO member;
 - Confirmation/advice from the ENEMO member from the country of their origin/residence (if applicable).
6. Should conditions arise for employing staff on a short notice, the time of duration of the announcement can be less than 7 days upon decision of the President of the Governing board.

EOMs/Local Staff Recruitment

Article 7

1. The Core Team shall decide upon the procedure for recruiting the local staff and shall develop the appropriate ToR in accordance with the legislation of the country of operation and the country of registration of ENEMO.

CHAPTER II

HIRING PROCEDURES

Hiring Procedure for Executive Director

Article 8

1. The President of ENEMO shall enter the received job applications in the database.
2. The evaluations of the applications and the shortlisting of the candidates shall be done by the Governing Board.
3. After the shortlisting of the candidates, the President of ENEMO shall schedule the interviews and shall inform the shortlisted candidates about the time of their interview.
4. The interviews with shortlisted candidates shall be conducted by the Governing Board within 7 days after the closing of the announcement.
5. The interviews with shortlisted candidates may be conducted in person, or through electronic means of communication, depending on the circumstances and the decisions by the Governing Board.
6. Prior to making the decision for employment, the Governing Board shall circulate the information on the candidates within the ENEMO network. Network members are invited to provide additional information, within 3 days, about the candidates they may know.
7. The decision for employment shall be made by the Governing Board in accordance with the Constitutional Protocol.
8. The President of ENEMO shall circulate the decision for employment within the ENEMO network, and shall publish it on all ENEMO communication channels.
9. If the candidates who applied do not meet the necessary requirements or there are no submitted applications for a certain position, the procedure shall be repeated within 14 days or less, depending on the respective circumstances.

Hiring Procedure for Staff Employed in Non-Election Monitoring Related Projects

Article 9

1. The Executive Director shall enter the received job applications in the database, evaluate the applications, shortlist the candidates and inform them about the time of their interview.
2. The interviews shall be conducted by the Executive Director within 3 days after the closing of the announcement.
3. The interviews may be conducted in person, or through electronic means of communication, depending on the circumstances and the decisions by the Executive Director.
4. Prior to making the decision for employment, the Executive Director shall circulate information on the candidates with the Governing Board members and seek their feedback on the pre-selected candidates.
5. The Executive Director shall circulate the decision for employment within the ENEMO network and shall publish it on all ENEMO communication channels.
6. If the candidates who applied do not meet the necessary requirements or there are no submitted applications for a certain position, the procedure shall be repeated within 14 days or less, depending on project deadlines.

Hiring Procedure of EOMs/International Staff

Article 10

1. The CEO shall enter the received job applications in the database.
2. The evaluations of the applications and the shortlisting of the candidates for EOM Core Team members shall be done by the Governing Board, except for the positions referred to finance and logistics,

which should be selected by the Executive director. The evaluations of the applications and shortlisting of the candidates for LTOs shall be done by the selected Core Team members. The evaluations of the applications and shortlisting of the candidates for other international expert positions, which are not EOM related, shall be done by the CEO.

3. The CEO and the Governing Board shall jointly schedule the interviews for applicants for CT members and shall inform the shortlisted candidates about the time of their interview. The selected Core Team members shall schedule the interviews for applicants for LTO positions and inform shortlisted candidates about the time of their interview.
4. The interviews shall be conducted by the Governing Board for CT members and by the CT members for LTOs within 3 days after the closing of the announcement.
5. The interviews may be conducted in person, or through electronic means of communication, depending on the circumstances and the decisions by the Governing Board.
6. The decision for employment shall be made by the Executive Director and the Governing Board in accordance with the Constitutional Protocol.
7. The CEO shall circulate the decision for employment within the ENEMO network and shall publish it on all ENEMO communication channels.

CHAPTER III

PROBATIONARY PERIOD, STAFF ORIENTATION AND TRAINING

CEO staff probationary period

Article 11

1. The probation period for CEO staff members shall be 3 months.
2. During the probationary period, the Executive Director shall produce a performance report in order to assess the performance of the staff member.
3. When an unsatisfactory probationary period is reported, a termination of the appointment or assignment is decided by the Executive Director.
4. If the staff member is to resign during or at the end of the probationary period, they are to submit a 3 (three) working days written notice.
5. If the staff member is absent no more than ten (10) working days, the probationary period shall not be extended. If the absence period is more than ten (10) working days, then the probationary period shall be extended in a length that shall provide adequate performance assessment or in the length of the absence.

Probationary period of non-election monitoring related projects staff

Article 12

1. For a position lasting more than one (1) year, the probationary period shall be one (1) month.
2. During the probationary period, the CEO shall produce a performance report to assess the performance of the staff member.
3. When an unsatisfactory probationary period is reported, a termination of the appointment or assignment is decided by the CEO.
4. If the staff member is to resign during or at the end of the probationary period, they are to submit a three (3) working days written notice.
5. If the staff member is absent for more than ten (10) working days, the probationary period shall not be extended.
6. If the absence period is more than ten (10) working days, then the probationary period shall be extended in a length that shall provide adequate performance assessment or in the length of the absence.
7. For positions lasting less than one (1) year there shall be no probationary period.

Probationary period of EOMs/International and Local Staff

Article 13

1. There shall be no probationary period for staff hired in EOMs, except for the local staff.
2. The probationary period for the local staff may last up to seven (7) days.
3. When an unsatisfactory probation period is reported, a termination of the appointment or assignment is decided by the Core Team or the LTOs, depending on the role of the local staff.
4. If the staff member is to resign during or at the end of the probationary period, they are to submit a two (2) working days written notice.

New Staff Members Orientation

Article 14

1. All the hired staff shall attend an orientation session.
2. All the staff hired by the CEO shall attend an orientation session conducted by the Executive Director.
3. The orientation procedures for staff members in EOMs/International and local staff shall be defined in the Type, Size and Composition of EOMs Policy.
4. The orientation session shall include a complete introduction of the work to the employer and explanation of the policies and procedures.
5. The orientation session may be conducted in person, or through electronic means of communication, depending on the circumstances and the decisions by the responsible bodies.

Staff Training

Article 15

1. ENEMO seeks, within the limits of available resources, to offer training to increase all CEO staff members' skills, knowledge and abilities directly related to ENEMO employment, to obtain or maintain required licences and certifications, and to develop staff resources.
2. Opportunities may include, but are not limited to: on-the-job training, workshops and seminars sponsored by other agencies or organizations.
3. Whenever there is an open call for training, seminar or workshop, organized by an agency or organization, a staff member may submit an application, in accordance with the application requirements.
4. If a staff member is elected to attend, they will be provided with necessary travel and accommodation expenses (if they are not provided by the organizer) depending on the available funds.

CHAPTER IV EVALUATION

Performance evaluation

Article 16

1. The performance of all contractors shall be subject to periodic reports prepared by their supervisors in accordance with the procedure specified in this document.
2. Performance evaluation reports shall serve to determine whether the contractors carries out the assigned work effectively and efficiently.
3. Performance evaluation shall also provide the basis for making decisions in relation to promotion and to work-related counselling and training.
4. The performance evaluation reports shall be kept in the human resources database. Performance evaluation reports are produced on the basis of continued monitoring and evaluation of every staff member's performance.
5. The performance evaluation reports shall include merits such as: regular attendance, work effectiveness, timely execution of obligations, additional efforts and creative input, improvement and dedication, communication and relations with third parties.
6. Performance evaluation reports shall be completed in a fair, objective and timely manner.
7. Performance evaluation reports shall be archived in the individual contractors's file in the human resources database.
8. If a contractor is evaluated as successful, they shall be considered for a future higher position.
9. If the contractor is evaluated as unsuccessful, they may be subject to oral or written notice and/or counselling in order to improve their performance. If the unsuccessful evaluation is reported due to insufficient capacity of the staff member, then they shall be assigned for an appropriate training.
10. The staff member who was evaluated as unsuccessful shall have another evaluation within a period which is half from the previous one in order to assess their improvement.
11. If the staff member is evaluated as unsuccessful after the evaluation from paragraph 11 of this article, their contract shall be terminated.

Evaluation procedure

Article 17

1. Staff members employed in the CEO shall be subject to annual evaluation.
2. The staff members hired in non-election monitoring projects on positions lasting more than 1 year shall be subject to evaluation which shall be conducted after the first half of the project timeline.
3. The staff members hired on positions lasting less than one (1) year may be subject to evaluation in a period which the supervisor deems necessary.
4. The staff members hired in EOMs (international and local EOM staff) shall be subject to evaluation after the end of the EOM using standardized evaluation form.
5. A staff member who received negative evaluation shall not be considered for future EOMs.

Suspension of mission members

Article 18

1. Mission members (CT members, LTOs and STOs) may be suspended in accordance with their evaluation.
2. Temporary suspension may be imposed in case of low evaluation of the mission member, for example:
 - when language skills were not sufficient for the mission member to perform adequately,
 - when some of the basic skills were evaluated as inadequate, e.g. teamwork, professionalism, etc.

- other cases that resulted in low evaluation of the mission member, that may be improved in future.
3. Temporary suspension may be imposed for a period of:
 - one (1) year, or one mission in case there were no ENEMO missions in the next 12 months
 - negative evaluation due to low evaluation on teamwork, professionalism, communication, etc.
 - low understanding of ENEMO's methodology,
 - low reporting skills,
 - low flexibility,
 - unjustified risk taking,
 - other.
 - two (2) years, or two missions in case there were no ENEMO missions in the next 24 months:
 - not appearing for the mission without prior announcement or justified reason,
 - disrespecting the instructions of superior(s),
 - breaching the contract,
 - insufficient language skills that prevent proper communication and work,
 - using insulting and offensive language towards other mission members,
 - other.
 4. Permanent suspension may be imposed when Code of Conduct was not followed, especially in cases of discrimination and harassment and misuse of the mission.
 5. Member organizations will be penalized for each suspended mission member with lower quota for nominating STOs during the following period:
 - 20% lower quota in the following one year or one mission in case there are no missions in the following year, for one (1) suspended mission member,
 - 40% lower quota in the following one year or one mission in case there are no missions in the following year, for two (2) suspended mission members,
 - 60% lower quota in the following one year or one mission in case there are no missions in the following year, for three (3) or more suspended mission members.
 6. The process of suspension is initiated by the Core Team, CEO and Governing Board.
 7. Each individual and organization who is a subject of the suspension process should be given the opportunity to present a written statement to the Governing Board and the CEO within seven (7) days since the beginning of the suspension process.
 8. The CEO and the Governing Board will conduct all necessary research to decide on the suspension, including interviews with all individuals who may dispose of relevant information on the case.
 9. The Executive Director can impose the suspension measure after consultation with the Head of the EOM, while this decision can be contested by the Governing Board.
 10. Mission members and member organizations subjected to the suspension process will be notified on the result of the process as well as the decision within 14 days of the beginning of the process.

CHAPTER V

ASSIGNMENTS, EXPIRATION, RESIGNATION AND TERMINATION

General provisions

Article 19

1. Appointments and assignments shall expire automatically without notice on the expiration date specified in the contract.
2. Executive director appoints members of CEO on positions within projects depending on need and available positions.
3. The assignment of an ENEMO staff member shall be terminated on the following grounds:
 - An ENEMO staff member resigns from their position;
 - Because of his/her behaviour, or because they conduct their duty in an unsatisfactory manner;
 - The staff member is in breach of contract-related duties and obligations, is in a situation of conflict of interest that was not declared and mitigated, does not respect ENEMO regulations, as well as the Code of Ethics and the Code of Conduct.

Resignation and termination procedure

Article 20

1. The termination or resignation notice shall be submitted one month in advance for the positions within the CEO and three days in advance for the mission positions to the Executive Director. The Executive Director may delegate to the Head of the EOM his/her right to issue termination notice or to receive notice for the mission's local staff.
2. In case of emergency, the period indicated in paragraph 1 for CEO staff of this article may be shorter than one (1) month, but a proper justification should be provided.
3. Upon the resignation or expiration/termination of the contract, all assigned equipment shall be returned to ENEMO, and the staff member shall be obliged to complete all unfinished tasks and obligations, including reporting.
4. Contracting authority shall also be obliged to provide an orientation session for the new staff member, if such is employed in the notification period.

Temporary assignments

Article 21

1. ENEMO staff members may be temporarily given special duties or may be temporarily assigned to other positions in projects implemented by ENEMO in case when the incumbents are absent or on leave.
2. Temporary assignments shall not last more than the period of absence or leave of the previous incumbent.
3. New staff members may be temporarily assigned to posts the incumbents of which are absent, on leave or which are vacant or for the performance of periodical engagements of the same nature.

Temporary assignment procedure

Article 22

1. When a post becomes temporarily vacant, a notice shall be issued, and available and adequate current staff member/members shall be assigned to it.
2. If no other staff member is available, a new one shall be recruited.

CHAPTER VI

SALARIES, ENTITLEMENTS, SOCIAL SECURITY, INSURANCE AND PER DIEMS

Salaries and Entitlements

Article 23

1. Salary scales of contractors shall be established by the Governing Board taking into account the nature of the engagement. The salary classification and probation and payment of the salaries shall be carried out in accordance with the Financial Policy.
2. The salary for each of the positions shall consist of basic salary and compensation for the costs of living in the respective country and city if applicable. In addition to the salary, compensation for the cost of living in the respective country may be applied.

Social Security and Insurance

Article 24

1. Depending on the legislation in the country of operation, ENEMO shall arrange health and travel insurance.
2. Health insurance should cover all basic urgent health services during the whole duration of the mission, including travelling period.
3. Travel insurance should cover all basic prerequisites.
4. The Financial Manager shall assess the legislation in the country of operation and shall arrange social security and insurance for ENEMO staff members.

Per diem Allowances for Business travel

Article 25

1. A business travel is considered to be a trip to which all individuals contracted by ENEMO, members of ENEMO's bodies, representatives of ENEMO member organizations or other individuals that are parts of ENEMO activities are directed to, on the order of the Executive Director or a person authorised by them, perform a certain official work in a place that is more than 50 km away from the place of work of the employee, if that trip entails costs.
2. Prior to the commencement of the business trip, the Executive Director or a person authorised by them shall issue a business travel order to the employee. The business travel order contains:
 - name and surname of the employee,
 - the position to which the employee is assigned,
 - purpose of travel,
 - the name of the city or state to which the employee travels,
 - day of departure and day of return, i.e. duration of business trip.

Based on the travel order, an advance payment can be paid to the employee.

3. During a business trip abroad, the employee is entitled to a daily allowance for reimbursement of accommodation, food and reimbursement of transportation costs abroad.
4. The calculation of the daily allowance for a business trip abroad is done as follows:
 - every 24 hours spent on a business trip are counted as one per diem,
 - time spent on a business trip between 12 and 24 hours is counted as one per diem and
 - time spent on a business trip between eight and 12 hours is counted as half a per diem.
5. The amount of per diems for business trips abroad is determined by the Executive Director, in accordance with the rules which regulate the compensation of expenses for employees in the public sector in the country of ENEMO registration. In case the donor has its own official scale of per diems, the donor rule will apply instead.
6. Expenses for business trips abroad should be justified by the attached evidence (tickets, invoices for transportation, accommodation, etc.).

CHAPTER VII

WORKING HOURS AND LEAVE

Article 26

1. The normal working week shall consist of forty working hours, divided into five working days of eight hours each.
2. Depending on the nature of the post, the working hours may be organized differently as specified in the contract and job description of the staff member concerned.
3. Staff members shall work beyond the normal working hours if required.
4. Once a week a staff meeting is conducted regarding dynamics of all on-going and future activities.
5. The CEO staff shall be entitled to two (2) days per month of paid leave.
6. The availability of staff members enrolled in CEO and EOMs shall be 24/7, without eligibility of over-time payment.

CHAPTER VIII

COMPLAINTS AND DISCIPLINARY PROCESS

Article 27

1. If an ENEMO staff member/contracted individual is in breach of ENEMO regulations, policies, and procedures, they shall be subject to the following disciplinary measures applied by the appropriate authority:
 - Written reprimand;
 - Fine, i.e. a percentage of their salary;
 - Suspension with or without payment;
 - Demotion;
 - Suspension;
 - Termination of the contract.
2. Any disciplinary measure imposed on a staff member shall be proportional to the gravity of the misconduct.
3. A single disciplinary case shall not be a reason for imposition of more than one of the disciplinary measures listed in paragraph 1 of this article.

Article 28

Complaints

The measures imposed by the Executive Director can be contested by the final decision of the Governing Board.

CHAPTER VIII

TRANSITIONAL AND FINAL PROVISIONS

Article 29

1. Interpretation of this policy will be given by the ENEMO Governing Board.

Article 30

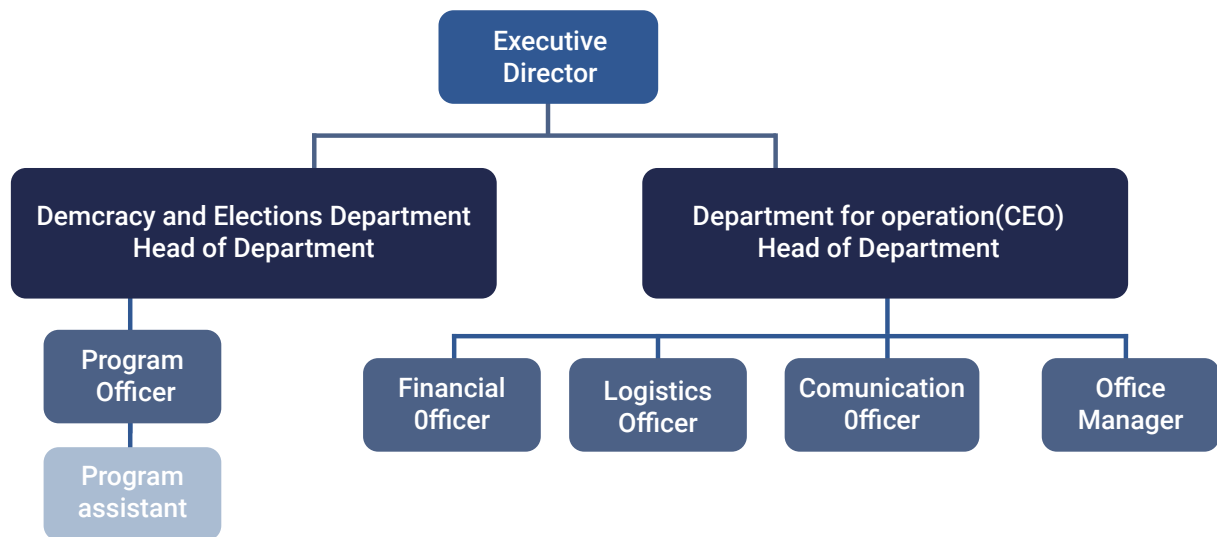
1. Revisions, amendments and additions to this Rulebook shall be made at least on an annual basis according to the procedure and in the manner envisaged for its adoption. Further revisions, amendments and additions may be adopted upon decision of the Governing Board, following an initiative of at least 2 members of the Governing Board.

Article 31

1. This Rulebook shall enter into force on the day of its adoption.

ANNEX 1

ORGANISATIONAL CHART OF THE Central Executive Office



ANNEX 2

TERMS OF REFERENCE

Terms of Reference for the Executive Director

Job Summary: The Executive Director is responsible for general management of the Chief Executive Office and oversees the implementation of ENEMO program activities and outcomes, provides leadership, monitors progress, all while cooperating with the Governing Board and engaging in the professional development of the network.

Main tasks:

- Overseeing the implementation of program activities.
- Providing day-to-day management of program activities and office administration, and oversight and evaluation of ENEMO Chief Executive Office program staff.
- Conducting program management, ensuring the effective and efficient execution of established work plans, including established actions, outcomes, and timelines. Monitoring progress, identifying problems and barriers and making recommendations for necessary adjustments to ensure successful, quality outcomes.
- Drafting, or reviewing and editing drafts prepared by program staff and Program Officers, related to work plans, proposals, and presentations, and other ENEMO deliverables.
- Monitoring programs to determine that programmatic goals are achieved and that operational and reporting requirements are respected.
- Working in tandem with the Financial Department to oversee the ENEMO budget, financial management and the submission of budgets and financial reconciliations to the donors. Make programmatic and budgetary adjustments as necessary throughout the implementation of projects.
- Leading the development of detailed work plans to ensure achievement of program objectives and expected outcomes, including the establishment of actions to be taken, required resources (time, funding, staffing, etc.) and timelines for actions required, along with specific metrics for evaluation upon completion.
- Ensuring compliance with donor requirements with regards to work plans, performance monitoring plans, and respect of procedures to ensure the integrity of all financial transactions.
- Collaborating with the ENEMO Governing Board and building the capacity of ENEMO while playing a substantive role in program development and implementation.
- Developing fundraising strategies with donors to help raise additional funds in coordination with the ENEMO Governing Board.
- Maintaining collaborative relationships with international democratic development organizations such as civic organizations internationally and the ENEMO observation region, along with member organizations of ENEMO, other networks, partners, and experts. Establishing and maintaining collaborative relationships with partners, members of the international, diplomatic, and donor community.
- Serving as ENEMO's representative at speaking engagements and at donor-related activities.
- Actively seeking and engaging in professional development opportunities to enhance knowledge in project/program management and maintaining a general working knowledge of relevant trends and issues occurring within the ENEMO network.
- Perform other duties as required.

Requirements:

- MSc/MA, LLM or PhD. Preference shall be given to graduates in Political Science, Social Science, Communication, Law, Data analysis.
- At least 5 years of relevant experience in a senior management position or management of large-scale projects. Proven experience in managing staff members in a multi-cultural work environment;
- At least 10 years of experience in domestic and international election observation efforts and/or technical assistance in the field of elections;
- Experience in results-oriented program design, strategic planning, and program evaluation;
- Proven capacity to meet program goals while managing financial, administrative, and security re-

- sponsibilities;
- Exceptional analytical skills for interpreting complex program and political issues;
- Experience in implementing USAID, EU and/or other international development programs;
- Experience living and working in an international setting with people from different cultural backgrounds;
- Excellent organizational skills;
- Excellent communication and interpersonal skills and cultural sensitivity to effectively interact with all levels of staff, government personnel, members of donor organizations, and policy-makers;
- Superior oral and written communications skills to effectively present information in a clear and persuasive manner in English. Good knowledge of MS Office and experience with Google Apps (including Gmail, Calendar, Google Docs, Google Drive).

Terms of Reference for Positions within Democracy and Elections Department

Head of Department for Democracy and Elections

Job summary: The Head of Elections Department is responsible for defining strategies on election related issues and planning of international election observation missions (IEOMs) of ENEMO in cooperation with the Executive Director, along with managing program staff and donor accountability when it comes to related projects.

Main duties:

- Advising and assisting ENEMO Executive Director and Governing Board with defining priorities on election-related issues;
- Shaping and implementing ENEMO's strategies with regards to election-related issues;
- Assisting the Executive Director and CEO in implementing and managing projects, along with program staff, specifically Program Officers and Program Assistants;
- Works in cooperation with the Executive Director for fundraising purposes;
- Planning and directing activities of ENEMO when it comes to mission planning, proposal writing and reporting;
- Proposing, planning and assisting in deploying and implementing IEOMs and other election-related activities;
- Proposing, planning and directing electoral technical assistance projects and activities;
- Establishing and maintaining relationships with key partners and relevant organizations, including ENEMO members;
- Representing the Office at international conferences and meetings;
- Performing other duties as required.
- Requirements:
- MSc/MA, LLM or PhD in Political Science, Social Science, Law or Data analysis.
- Minimum five (5) years of professional experience in project management, preferably in NGOs and international organizations;
- Has specific electoral expertise and extensive experience within international election observation missions;
- Has experience in managing large scale grants, preferably USG and/or EU funded projects
- Has evidenced managerial skills and managing teams
- Excellent knowledge of Microsoft Office
- Analytics and reporting skills;
- Good interpersonal and excellent organizational and communication skills, as well as conflict resolution skills and risk management skills;
- Demonstrates willingness to work in a team, regardless of different cultural and religious backgrounds, sexual orientation, etc.
- Works under pressure and short deadlines;
- Fluent knowledge of English language; Knowing other languages from ENEMO region.

Program Officer

Job summary: Program Officer is in charge of preparing project applications and organization of the project implementation. S/he coordinates project staff and ensures timely and proper implementation of the project activities.

Main duties:

- Prepares project applications;
- Ensures timely implementation of all the activities and their alignment with project's objectives;
- Coordinates project activities together with the project team;
- Prepares narrative reports;
- Organizes and coordinates evaluation process of the project;
- Communicates with interested stakeholders and informing them about on-going or planned project activities;
- Shares project-related information, main outcomes, and ongoing activities with ENEMO Governing Board;
- Supervises work of the project staff
- Performs other duties as requested

Requirements:

- Bachelor's degree. Graduate degree in law, international relations, political science, media, computer science, data analysis or related field is preferred;
- Minimum two (2) years of professional experience in project management, preferably in an NGOs and international organizations;
- Excellent knowledge of Microsoft Office;
- Analytics and reporting skills;
- Good interpersonal and excellent organizational and communication skills, as well as conflict resolution skills and risk management skills;
- Demonstrates willingness to work in a team, regardless of different cultural and religious backgrounds, sexual orientation etc.
- Works under pressure and short deadlines;
- Fluent knowledge of English language;

Program Assistant

Job summary: Program Assistant assists Program Officer in implementing the project. S/he prepares project material as requested, collects and maintains project program documents, prepares ENEMO's events etc.. Program Assistant is responsible to the Program Officer.

Main tasks:

- Assists to the Project Manager in project implementation and organization of the project activities;
- Prepares event organization in the terms of communication with speakers and other participants, preparing participant lists, agendas and other materials;
- Collects and maintains project program documentation;
- Prepares project material as requested;
- Assists in preparation of visual material in order to enhance visibility of ENEMO and the project;
- Performs other duties as requested

Requirements:

- Experience in project management, preferably in an NGOs and international organizations;
- Excellent knowledge of Microsoft Office;
- Analytics and reporting skills;
- Good interpersonal and excellent organizational and communication skills, as well as conflict resolution skills and risk management skills;
- Demonstrates willingness to work in a team, regardless of different cultural and religious backgrounds, sexual orientation etc.

- Works under pressure and short deadlines;
- Fluent knowledge of English language;

Terms of Reference for Positions Department for Operations (Finance, Logistics and Communications)

Head of Operations

Job summary: The Head of Operations is responsible for organising the work of 3 sectors within the Department for Operations – for finance, logistics and communications.

Main tasks:

- Leads and supervise the work of Finance Officer, Logistic Officer and Communication Officer;
- Approves the budget applications, prepared by Finance Officer;
- Approved communication strategy and continuously improves communication channels in order to increase visibility of ENEMO;
- Assisting the Executive Director and CEO in implementing and managing projects;
- Works in cooperation with the Executive Director for fundraising purposes;
- Performs other duties as requested

Requirements:

- BA, MA or MSc in law, international relations, political science, media, computer science, finance, public relations, data analysis or related field is preferred;
- Minimum five (5) years of professional experience in project and financial management, preferably in NGOs, international organisations, and election observation missions;
- Has experience in managing large scale grants, preferably USG and/or EU funded projects
- Has evidenced managerial skills and managing teams
- Excellent knowledge of Microsoft Office;
- Analytics and reporting skills;
- Good interpersonal and excellent organisational and communication skills, as well as conflict resolution skills and risk management skills;
- Demonstrates willingness to work in a team, regardless of different cultural and religious backgrounds, sexual orientation, etc.

Finance Officer

Job summary: Finance Officer is in charge of financial management of ENEMO, preparation of the financial reports for internal and external use etc.

Main tasks:

- Ensures the proper application of the national financial regulations and rules;
- Assists in writing project application by preparing the budgets for the potential election observation missions and other related projects;
- Contributes to the financial project implementation, by monitoring the cash flow plan together with the Financial Officer of the mission and ensuring that funds are in balance as well as that the expenditures don't exceed the budget, approved by the donors;
- Prepares procurement call and solicitation documents in accordance with donor rules and procedures as well as with internal procedures of ENEMO;
- Controls tender documentation, ensuring that local financial rules and donor's financial rules and budgetary requirements have been met;
- Prepares financial reports (monthly, interim, final reports) for internal use and for submission to the ENEMO Governing Board as well as for the external use (donors, external auditors etc.);
- Develops all financial plans and prepares a monthly plan of financial transactions;

- Maintain relations on financial issues with relevant units in the Governing Board, coordinating all matters related to extra-budgetary contributions and implementing recommendations of the external auditors;
- Checks, approves and signs timesheets and payment requests and operatively executes all the transactions;
- Establishes relations with local banks to ensure smooth operation of the banking transactions, especially in the during the mission implementation;
- Maintains bookkeeping and financial project documentation and ensures that all income and expenditures are properly recorded;
- Performs other duties as requested.

Requirements:

- BSc or MA in political and social science, mathematics, finances, accounting, financial management;
- Minimum four (2) years of professional experience in financial and project management, preferably in an NGOs, international organisations, and election observation missions;
- Excellent knowledge of Microsoft Officer, especially of Microsoft Excel;
- Analytics and reporting skills;
- Good interpersonal and excellent organisational and communication skills, as well as conflict resolution skills and risk management skills;
- Demonstrates willingness to work in a team, regardless of different cultural and religious backgrounds, sexual orientation etc.
- Works under pressure and short deadlines;
- Fluent knowledge of English language;

Logistics Officer

Job summary: Logistics Officer is in charge for the organisation of all logistics activities such as event organisation, purchase of the flight/train/bus tickets, etc. Works closely with Finance Officer.

Main tasks:

- Conducts logistics activities related to the seminars', roundtables', and other events organization such as booking venues, organization of transport for the participants, etc.;
- Conducts market research, follow trends on the market and creates and updates a list of suppliers;
- Manages and takes responsibility for the management of ENEMO's inventory and assets;
- Performs other duties as requested.

Requirements:

- BSc or MSc, MA in political science, social science, law, finances, accounting, financial management, computer science or similar related fields
- Minimum four (2) years of professional experience in project management and in the fields of procurement and logistics, preferably in an NGOs and international organisations;
- Excellent knowledge of Microsoft Officer, especially of Microsoft Excel;
- Good interpersonal and excellent organisational and communication skills;
- Demonstrates willingness to work in a team, regardless of different cultural and religious backgrounds, sexual orientation etc.
- Works under pressure and short deadlines;
- Fluent knowledge of English language;

Communication Officer

Job summary: Communication Officer is in charge of preparing the communication strategy of ENEMO, which will ensure visibility of ENEMO and its positioning in the public, diplomatic community etc. The Communication Officer establishes good relations with media and is in charge of all public relations activities.

Main tasks:

- Organises and moderates ENEMO's events such as press conferences, roundtables etc;
- Maintains the ENEMO's webpage and ENEMO's social media accounts;
- Conducts social media analytics in order to ensure higher reach;
- Prepares press releases;
- Prepares communication strategy of ENEMO in order to ensure visibility of ENEMO in the public and within diplomatic community and other stakeholders;
- Creates multi-stakeholder platforms to facilitate networking opportunities and cooperation with the stakeholders (EU, OSCE/ODHIR missions, Central Election Commission, international organisations, local NGOs and other institutions...);
- Prepares campaign in order to enhance the understanding of ENEMO's mission and role as well as to highlights the importance of fair and independent elections and;
- Approves the final versions of ENEMO's products in terms of design, visibility rules and contractual obligations of ENEMO towards the donors;
- Disseminates ENEMO public statements and documents (interim report, preliminary statement, and final report) to media outlets and other interested parties;
- Develops and maintains good relations with the media outlet;

Requirements:

- BSc or MSc, MA in political science, social science, law, communication, public relations, computer science or similar related fields.
- Experience in the field of communications;
- Excellent knowledge of Microsoft Officer;
- Excellent organisational and communication skills;
- Excellent skills of public appearance;
- Good interpersonal as well as conflict resolution skills and risk management skills;
- Demonstrates willingness to work in a team, regardless of different cultural and religious backgrounds, sexual orientation etc.
- Works under pressure and short deadlines;
- Fluent knowledge of English language;

Office Manager

Job summary: Office Manager supports three afore-mentioned positions. S/he is in charge for ENEMO office maintenance (all aspects of it) and for providing assistance with event organisation and preparation of requested documentation.

Main tasks:

- Supports the Logistics Officer in organising ENEMO's events and planning the meetings. Helping on the event day with registration, making sure that catering, equipment, translators, etc. are all in order;
- Prepares member database and communicates with the new, potential members;
- Maintains ENEMO office and supplies the offices with stationary and refreshments;
- Supports Financial Officer in preparing contracts and other relevant documents;
- Provides administrative support to the Executive Director in organizing (Governing Board) meetings (schedules the meetings and communicates with the Governing Board and other ENEMO member organisations);
- Conducts administrative and secretarial activities;
- Performs other duties as requested.

Requirements

- BA in political science, social science, law, finances, accounting, financial management or related fields.
- Experience in project management and in the fields of event management and logistics, preferably in an NGOs and international organizations;
- Excellent knowledge of Microsoft Officer, especially of Microsoft Excel;

- Excellent organizational and communication skills and risk management skills;
- Demonstrates willingness to work in a team, regardless of different cultural and religious backgrounds, sexual orientation etc.
- Works under pressure and short deadlines;
- Fluent knowledge of English language;

Terms of Reference for Positions within an EOM

Head of Mission

Responsible to: Executive Director

Job summary: HoM leads the ENEMO mission in its ongoing election observation. He or she is responsible for the day-to-day work of the observation mission. Also, HoM represents the EOM in relations with authorities, partners, mass-media, donors and other organisations. He is ultimately responsible for all the reports prepared by the EOM staff.

Main tasks:

- Manages and oversees all EOM activities;
- Develops plans for EOM activities;
- Gives tasks and delegates responsibilities to EOM personnel;
- Evaluates the work of the EOM core team members;
- Conducts the EOM staff meetings;
- Coordinates preparation of election observation reports, participates in reports drafting and approves official observation reports and public statements.
- Reports to the Executive Director on EOM activities
- Hires/fires local staff for the EOM core team
- Approves LTO and STO deployment plans.
- Resolves conflicts between EOM personnel
- Establishes and maintains relations with authorities, partners, mass-media, donors, political parties.
- Speaks on public events and makes official statements on behalf of ENEMO EOM, and approves and helps implement the comprehensive PR and outreach plan.
- Ensures that the EOM activities correspond to its overall strategy.
- Ensures that EOMs expenses correspond with the budget of the mission
- Monitors and evaluates EOM participants
- Makes sure that the mission and its personnel follow Observers' Code of Conduct and standards of ENEMO election observation
- Provides timely programmatic and financial information needed by the ENEMO Governing Board to report to donors.

Requirements:

Basic requirements:

- The applicant must meet two out of three mentioned requirements in order to be considered for an interview.
- MSc/MA, LL.M or PhD. Preference shall be given to graduates in Political Science, Social Science, Law or Data analysis.
- Experience with organising domestic election observation missions (at least 5 missions), or coordinating teams or projects/organisations larger than 20 persons (at least 3 years).
- Experience with working at international election observation missions (ENEMO, OSCE or other) as a core team member.

Other requirements:

- Good interpersonal, organisational and communication skills, as well as conflict resolution skills and risk management skills

- Analytic abilities, good report writing skills
- Good computer skills
- Fluent knowledge of English language.
- Ability to make decisions independently and work under pressure;
- Ability to work irregular working hours.

Preferred but not obligatory:

- Knowledge of the language of the host country
- Experience of work in the host country

Deputy Head of Mission (DHoM)

Responsible to: Head of Mission

Job summary: The Deputy Head of ENEMO EOM shall assist the Head of Mission in managing and co-ordinating ENEMO EOM activities.

Main duties:

- To coordinate the EOM's operation, communication, reporting and its day-to-day management as far as they have been delegated to the Head of Mission;
- To represent the Head of Mission in their functions during their absence and within the framework of the EOM's mandate;
- To represent and promote ENEMO at different levels;
- To support the Head of Mission in the planning and development of the Mission;
- To ensure timely and appropriate reporting, including regular operational reporting on the Mission's work to the Governing Board as well as project reporting (progress and financial reports);
- To represent the Mission on behalf of the Head of Mission at senior level meetings with the international community;
- To work closely with other election related institutions on delivering recommendations for specific capacity building tasks;
- To undertake any other tasks required by the Head of Mission;
- To participate in EOM staff meetings;
- To participate in conducting briefings for LTOs and STOs (if the STO briefings are not to be conducted in the field);
- To participate in developing reporting forms for LTOs (together with LTO coordinator);
- To examine LTO reports;
- To take part in preparation of election observation reports and statements.

Requirements:**Basic requirements:**

- The applicant must meet two out of three mentioned requirements in order to be considered for an interview.
- MSc/MA, LL.M or PhD. Preference shall be given to graduates in Social Science, Political Science, Law, Media, Communication Computer Science.
- Experience with organising domestic election observation missions (at least 3 missions), or coordinating teams or projects/organisations larger than 20 persons (at least 2 years).
- Experience with working at international election observation missions (ENEMO, OSCE or other) as a core team member.

Other requirements:

- Good interpersonal, organisational and communication skills, as well as conflict resolution skills and risk management skills
- Analytic abilities, good report writing skills
- Good computer skills
- Fluent knowledge of English language

- Ability to make decisions independently and work under pressure;
- Ability to work with irregular working hours.

Preferred but not obligatory:

- Knowledge of the language of the host country
- Experience of work in the host country

Election Analyst

Responsible to: Head of Mission

Job summary: Responsible for monitoring the work of the election administration.

Main duties:

- assesses the performance of the country's election administration in the context of national legislation and other international standards;
- is the EOM's principal point of contact with the election administration and attends all meetings of the national electoral authorities;
- assesses the work of the election administration;
- monitors various stages of the election process for conformity with legal regulations and administrative procedures, including the final aggregation of results;
- is responsible for the initial development of the forms to be filled out by observers, based on a standard template; and
- works closely with the legal analyst on election-related complaints and appeals.

Requirements:**Basic requirements:**

- The applicant must meet two out of three mentioned requirements in order to be considered for an interview.
- BA or MSc/MA, LL.M. Preference shall be given to graduates in Law and Political Science.
- Experience with at least 3 domestic/international election observation missions (ENEMO, OSCE or other).
- Good knowledge of elections legislation of the countries in Europe and the members of ENEMO, as well as full understanding of the international observation standards

Other requirements:

- Good interpersonal and communication skills
- Fluent knowledge of English language
- Ability to work having irregular working hours and to work under pressure, as well as to work as member of the team and independently if needed

Preferred but not obligatory:

- Knowledge of the language of the host country
- Experience of work in the host country

Legal Analyst

Responsible to: Head of Mission

Job description: Responsible for assessment of the election legislation and its application

Main duties:

- reviews the election legislation and regulations, and other legislation pertaining to elections;
- assesses the extent to which the legislation and its implementation comply with international stand-

- ards, and whether national laws are applied fairly and impartially;
- follows all election-related disputes, complaints, court cases and appeals.

Requirements:**Basic requirements:**

- The applicant must meet two out of three mentioned requirements in order to be considered for an interview.
- LLM, BA or MSc/MA in Law.
- Experience with at least 3 domestic/international election observation missions (ENEMO, OSCE or other).
- Good knowledge of election legislation of the countries in Europe and the members of ENEMO, as well as full understanding of the international observation standards.

Other requirements:

- Good interpersonal and communication skills
- Good computer skills
- Fluent knowledge of English language
- Ability to work having irregular working hours and to work under pressure, as well as to work as member of the team and independently if needed

Preferred but not obligatory:

- Knowledge of the language of the host country
- Experience of work in the host country

Political Analyst

Responsible to: Head of Mission

Job summary: responsible for contact with candidates and political parties and other election stakeholders

Main duties:

- serves as the EOM's principal contact with candidates and political parties;
- monitors and assesses the election campaign in line with international standards, as well as with national legislation;
- establishes contacts with political parties and civil society organizations relevant to the political process;
- may also be tasked to be the main point of contact with domestic election observers and international observer groups.
- depending on circumstances, may be tasked with specific issues of concern, such as women's participation, minority issues, and civil and political rights issues;

Requirements:**Basic requirements:**

- The applicant must meet two out of three mentioned requirements in order to be considered for an interview.
- BA or MSc/MA, LLM. Preference shall be given to graduates in Law and Political Science.
- Experience with at least 3 domestic/international election observation missions (ENEMO, OSCE or other).
- Good knowledge of election legislation of the countries in Europe and the members of ENEMO, as well as full understanding of the international observation standards

Other requirements:

- Good interpersonal and communication skills

- Good computer skills
- Fluent knowledge of English language
- Ability to work having irregular working hours and to work under pressure, as well as to work as member of the team and independently if needed

Preferred but not obligatory:

- Knowledge of the language of the host country
- Experience of work in the host country

Media Analyst

Responsible to: Head of Mission

Job summary: Monitors and assesses the performance of the private and public electronic and print media as well as social media during the election process in line with international standards for democratic elections and national legislation.

Main duties:

- Creates and maintains database of local mass-media;
- Observes work of local mass-media: visits editorial staff of newspapers and electronic mass media; examine newspapers and TV/radio broadcasts;
- responsible for preparing a qualitative and quantitative analysis of the activities and content of the electronic and print media during the election process;
- assesses the extent to which parties and candidates have unimpeded access to the media and are not discriminated against in gaining this access, in accordance with international standards;
- monitors whether the media, and state or public media in particular, meet their responsibilities to provide balanced and neutral coverage of the electoral process;
- considers the media environment and the extent to which media are able to work freely;
- assesses whether the media provide sufficient, balanced and diverse information to enable voters to make a well-informed choice;
- analyzes relevant media legislation, the regulatory framework for the media during elections, the work of regulatory bodies and any media-related election complaints.

Requirements:**Basic requirements:**

- The applicant must meet two out of three mentioned requirements in order to be considered for an interview.
- BA or MSc/MA, LL.M. Preference shall be given to graduates in Social Science, Political Science, Law, Media, Communication Computer Science.
- 4 years of relevant professional work experience with some experience in monitoring the conduct of media during election processes
- Experience with at least 3 domestic/international election observation missions (ENEMO, OSCE or other).

Other requirements:

- Good knowledge of election legislation of the countries in the region and the members of ENEMO, as well as full understanding of the international observation standards
- Good interpersonal and communication skills
- Good computer skills
- Fluent knowledge of English language
- Ability to work having irregular working hours and to work under pressure, as well as to work as member of the team and independently if needed

Preferred but not obligatory:

- Knowledge of the language of the host country

- Experience of work in the host country

Data Analyst

Responsible to: Head of Mission

Job summary: Prepares statistical analysis of key election-day findings based on observation forms completed by short-term observers (STOs).

Main duties:

- Provide advice/input in the development of the election day observation forms
- Ensure use of appropriate database and software for the statistical analysis of the election observation report forms
- Recruit, train and oversee a team of data entry clerks
- Ensure the processing of election day observation forms
- Produce a statistical analysis of the observation forms.

Requirements:

Basic requirements:

- The applicant must meet two out of three mentioned requirements in order to be considered for an interview.
- BA MSc/MA. Preference shall be given to graduates in Data Analysis or Computer Science.
- Two to three years of relevant professional work experience at the national or international level with some experience in conducting sociological and statistical surveys, and in observing election processes
- Advanced computer skills, including knowledge of statistical software

Other requirements:

- Ability to manage and coordinate the work of others
- Ability to work having irregular working hours and to work under pressure, as well as to work as member of the team and independently if needed
- Demonstrated ability to work as a member of a team composed of individuals of different cultural and political backgrounds, while maintaining impartiality and objectivity.
- Excellent written and oral communication skills in English.

Long Term Observers Coordinator

Responsible to: Head of Mission

Job summary: The LTO coordinator directs LTOs activities and maintains communications between the EOM and LTOs.

Main duties:

- Develops LTO and STO deployment plans.
- Organises briefings and debriefings for LTOs during mission.
- Prepares and provides LTOs with LTO observation pack, that must include all necessary information, documents, materials (observer's manual, reporting form, reporting schedule and communication plan), and security and protocols and policies.
- Organises a briefing for STOs, provides STOs with necessary information, documents and materials (if the briefings are not to be conducted in the field).
- Establishes and maintains regular contact with LTOs.
- Develops reporting forms for LTOs (together with election analyst, legal analyst and media analyst).
- Develops reporting forms for STOs (together with election analyst).

- Gives tasks to LTOs, writes instructions to them.
- Receives information from LTOs (including observation reports)
- Schedules reporting by LTOs and STOs during observation.
- Ensures that full and timely reports from LTOs are available.
- Analyses LTO reports and compiles summary reports
- Organises debriefings for LTOs during observation.
- Travels to the field in order to assist LTOs in their work and/or evaluate their work.
- Evaluates work of LTOs.

Requirements:

Basic requirements:

- The applicant must meet two out of three mentioned requirements in order to be considered for an interview.
- BA or MSc/MA, LL.M. Preference shall be given to graduates in Social Science, Political Science, Law, Media, Communication, Computer Science.
- Experience with organising at least 5 domestic election observations (incl. LTO and STO) in their own country
- Experience with working at international election observation mission (ENEMO, OSCE or other) as a core team member or LTO, full understanding of the international observation standards

Other requirements:

- Good interpersonal, organisational and communication skills
- Good computer skills
- Fluent knowledge of English language
- Ability to work having irregular working hours, under pressure and to provide risk and time management

Preferred but not obligatory:

- Knowledge of language of host country
- Knowledge of the language of the host country
- Experience of work in the host country

Short Term Observers Coordinator

Responsible to: Head of Mission

Job summary: The STO coordinator directs STOs activities and maintains communications between the EOM and STOs.

Main duties:

- Develops STO deployment plans.
- Organizes briefings and debriefings for STOs during mission.
- Prepares and provides STOs with STO observation pack, that must include all necessary information, documents, materials (observer's manual, reporting form, reporting schedule and communication plan), and security and protocols and policies.
- Organizes a briefing for STOs, provides STOs with necessary information, documents and materials (if the briefings are not to be conducted in the field).
- Establishes and maintains regular contact with STOs.
- Develops reporting forms for STOs (together with election analyst).
- Gives tasks to STOs, writes instructions to them.
- Receives information from STOs (including observation reports)
- Schedules reporting by STOs during observation.
- Ensures that full and timely reports from STOs are available.
- Analyses STO reports and compiles summary reports

- Organizes debriefings for STOs during observation.
- Travels to the field in order to assist STOs in their work and or evaluate their work.
- Evaluates work of STOs

Requirements:

Basic requirements:

- The applicant must meet two out of three mentioned requirements in order to be considered for an interview.
- BA or MSc/MA, LL.M. Preference shall be given to graduates in Social Science, Political Science, Law, Media, Communication Computer Science.
- Experience with organizing at least 5 domestic election observations (incl. LTO and STO) in their own country
- Experience with working at international election observation mission (ENEMO, OSCE or other) as a core team member or LTO, full understanding of the international observation standards

Other requirements:

- Good interpersonal, organizational and communication skills
- Good computer skills
- Fluent knowledge of English language
- Ability to work having irregular working hours, under pressure and to provide risk and time management

Preferred but not obligatory:

- Knowledge of language of host country
- Knowledge of the language of the host country
- Experience of work in the host country

Press Officer

Responsible to: Head of Mission

Job summary: PR Officer is responsible for EOM relations with mass-media, and particularly for the development of the PR and outreach strategy and message development.

Main duties:

- To develop plan of EOM PR activities
- To establish and maintain contacts with local mass-media
- To create and maintain database of local mass-media
- To work closely with the PR agency on the development and implementation of the comprehensive PR strategy
- To work closely with the Head of the Mission on the development and implementation of the outreach strategy
- To participate in EOM staff meetings;
- To participate in conducting briefings for LTOs and STOs (if the STO briefings are not to be conducted in the field) and the EOM's media policy (e.g. who can talk to the press and on what topics)
- To participate in developing reporting forms for LTOs (together with LTO coordinator)
- To examine LTO reports.
- To take part in preparation of election observation reports and statements.

Requirements:

Basic requirements:

- The applicant must meet two out of three mentioned requirements in order to be considered for an interview.
- BA or MSc/MA, LL.M. Preference shall be given to graduates in Social Science, Political Science,

Media, Communication.

- At least 3 years of experience with work in/with mass media
- Experience with at least 3 domestic/international election observation missions (ENEMO, OSCE or other).

Other requirements:

- Good knowledge of elections legislation in minimum 3 countries and full understanding of the international observation standards
- Good interpersonal and communication skills
- Good computer skills
- Fluent knowledge of English language
- Ability to work with irregular working hours and to work under pressure, as well as to work as a member of the team and independently if needed.

Preferred but not obligatory:

- Knowledge of the language of the host country
- Experience of work in the host country

Security Officer

Responsible to: Head of the Mission

Job summary: The Security Expert directs security activities within the EOM

Main duties:

- Provides EOM staff members with comprehensive briefings including: main safety, security and health risks, areas of deployment, advice on behaviour, attitude to be adopted in accordance with cultural and social environment, advice on contact to be made with local authorities at the state level in order to ensure security for teams at all times, detailed training in terms of security equipment.
- Prepares the Mission security plan, and carries out security assessments.
- Develops the EOM security policy and protocol with the Head of Mission
- Advises the EOM on security arrangements, including private security around premises, provision of escorts, Mission visibility, observer Code of Conduct.
- Plans and carries out, where appropriate, security and safety checks of HQ premises and accommodation, observer accommodation in deployment areas, car parks etc.
- Maintains daily contact with observer teams deployed on the ground.
- Ensures that safety and security procedures are enforced by all EOM members at all times and recommends appropriate courses of action to be taken by the CT in the case of infringement of these procedures.
- Establishes an EOM Security Operations Centre capable of tracking observers' vehicular movements and providing constant communication facilities between EOM HQ and observers. Maintains a communications logbook for the EOM Security Operations Centre.
- Provides the CT and the LTOs with Safety and Security Situation Report on a weekly or a daily basis.
- Advises the EOM on the safety and security conditions relevant to the deployment of observers and possible evacuation in case of emergencies.
- Assures that all EOM members follow the security procedures.
- Organizes medical trainings for observers and local staff, and provides security training for drivers.
- Establishes and maintains working relations with relevant security officers operating in the respective country such as security officers at the EU Delegation, NDI, OSCE, United Nations Security Officers and other diplomatic missions.
- Establishes an emergency/contingency response and MEDEVAC capability for the LTOs, STOs and Core Team.
- Participates in planning and implementation of election observation Missions.

Requirements:**Basic requirements:**

- The applicant must meet two out of three mentioned requirements in order to be considered for an interview.
- MSc/MA, LL.M or PhD. Preference shall be given to graduates in Social Science, Political Science, Law or Security Studies.
- 5 years of experience in the field of security working for local or international missions/organisations.
- Experience with at least 3 domestic/international election observation missions (ENEMO, OSCE or other).

Other requirements:

- Adequate training in a related field.
- Technical and tactical training in military, police or other security procedures and practices.
- Substantial experience in security training of civilian international and local staff, notably defensive driving and use of IT security equipment.
- Ability to collect, collate and assess information from different sources prior to disseminating relevant reports and conclusions.
- Ability to remain calm in an emergency situation; with a high sense of responsibility and confidentiality, and; initiative and good judgement.
- Courteous and tactful with ability to work effectively in a multinational and multicultural environment, with excellent communication and training skills.
- Demonstrated management skills as well as good interpersonal skills, with a demonstrated ability to support and liaise with civilian staff.
- Physically fit for duty.
- Proven working experience in the region, under difficult logistical and security conditions and environment.
- Experience in security training of civilian international and local staff

Preferred but not obligatory:

- Knowledge of the language of the host country
- Experience of work in the host country

Logistics Officer

Responsible to: Head of the Mission and CEO

Job summary: Logistic officer is tasked with all issues related to the logistical operations of an EOM.

Main duties:

- Provides the EOM with suitable office premises, equipment, communications facilities.
- Identifies options for accommodation of the EOM core team members
- Finds candidatures for local staff (including local staff at the core team, drivers and interpreters for LTOs and STOs)
- Provides logistical support for the core team, LTOs and STOs arrival and departure.
- Makes arrangements for various EOM events (LTO briefing, press- conferences, etc.)
- arrange accommodation;
- hire local staff (driver and interpreter);
- Creates and maintains the database of the local staff.
- Arrives to the country of observation a few days before the rest of the core team in order to make office, equipment, communications and other arrangements (if necessary).
- Stays in the country of observation a few days after the rest of the core team in order to finish the closure of the mission (if necessary).
- Communicates with domestic ENEMO member NGOs and coordinates travel arrangements of LTOs and STOs groups.

Requirements:**Basic requirements:**

- The applicant must meet two out of three mentioned requirements in order to be considered for an interview.
- BA. Preference shall be given to graduates in Social Science, Political Science, Law Media and Communication, Computer Science or Data analysis.
- Minimum 4 years of experience with logistics and event management.
- International election observation experience.

Other requirements:

- Excellent organisational and communication skills
- Excellent computer skills
- Fluent knowledge of English language
- Ability to work having irregular working hours and work under pressure.
- Preferred but not obligatory:
- Knowledge of the language of the host country
- Experience of work in the host country

Financial officer

Responsible to: Head of Mission

Job summary: Responsible for financial aspects of project implementation

Main duties:

- Facilitates the EOM's finances;
- Preparing contracts;
- Preparing procurement;
- Preparing financial reports;
- Developing financial plan;
- Archiving and taking care of all financial documents related to the mission

Requirements:**Basic requirements:**

- The applicant must meet two out of three mentioned requirements in order to be considered for an interview.
- BA. Preference shall be given to graduates in Economy, Finances, Business administration, Social Science, Political Science, Law or Data analysis.
- Good computer skills
- Knowledge of financial and procurement procedures of the country of registration.

Other requirements:

- Fluent knowledge of English language
- Ability to make decisions independently and work under pressure;
- Ability to work with irregular working hours.
- Preferred but not obligatory:
- Knowledge of the language of the host country
- Experience of work in the host country

Junior Financial Officer

Responsible to: Finance Officer

Job summary: Responsible for financial aspects of project implementation. Junior Financial Officer is a part of the EOM only if the budget of the EOM exceeds 1 million EUR.

Main duties:

- Facilitates the EOM's finances together with the Finance Officer;
- Assisting in contract preparations;
- Preparing procurement documentation;
- Assisting the Finance Officer with financial reporting;
- Collecting and archiving supporting documentation related to the EOM.

Requirements:

Basic requirements:

- The applicant must meet two out of three mentioned requirements in order to be considered for an interview.
- BA. Preference shall be given to graduates in Economy, Finances, Business administration or Data analysis.
- Good computer skills
- Knowledge of financial and procurement procedures of the country of registration.

Other requirements:

- Fluent knowledge of English language;
- Ability to make decisions independently and work under pressure;
- Ability to work with irregular working hours.
- Preferred but not obligatory:
- Knowledge of the language of the host country;
- Experience of work in the host country.

Long Term Observer (LTO)

Responsible to: LTO coordinator

Job summary: LTOs conduct observation and organise work of STOs in their area of responsibility (AoR).

Main duties:

- organises own work in the AoR;
- establish communications with the Core Team.
- represents the ENEMO EOM in corresponding AoR;
- distributes EOM public statements in the AoR;
- establishes and maintains contacts with election administration, authorities, NGOs, mass-media, parties and candidates in corresponding AoR;
- observes various election related activities:
- work of election administration (election commissions);
- work of local authorities, related to the elections;
- activities of parties and candidates (HQ work, public events, campaigning) ;
- work of mass-media;
- any other activities or events, related to the elections.
- establishes and maintains regular contact with the CT through the LTO coordinator, informs LTO coordinator about trips inside of the AoR;
- fulfils tasks and instructions, received from LTO coordinator;
- participates in LTO briefings and debriefings;
- provides the LTO coordinator with observation reports according to the forms and the schedule;

- reports immediately to the LTO coordinator about any extraordinary occurrence in the AoR related to the election (including any danger for LTOs or STOs);
- organises regional briefing and debriefing for STOs;
- develops detailed STO deployment plan for E-day;
- provides STOs with accommodation and local staff (interpreters, drivers);
- prepares and provides STOs with STO observation pack, that must include necessary information, documents and materials;
- establishes and maintains regular contact with STOs;
- gives tasks to STOs;
- receives information from STOs (including observation reports);
- schedules reporting by STOs during observation;
- ensures that full and timely reports from STOs are available;
- examines STO reports;
- travels to the field in order to assist STOs in their work and/or evaluate their work;
- evaluates the work of STOs;
- acts in accordance with the ENEMO Observer's Code of Conduct.

Requirements:

- BA. Preference shall be given to graduates in Social Science, Political Science, Law or Data analysis.
- Experience in domestic election observation (at least as an STO);
- International election observation experience, preferred;
- Good knowledge of English;
- Good interpersonal and organisational skills;
- Good report writing skills;
- Good computer skills;
- Ability to take actions without supervision;
- Ability to work having irregular working hours;
- Ability to live and work under hard circumstances;
- Willingness to travel

Preferred but not obligatory:

- Knowledge of the language of the host country;
- Work experience in the host country.

Short Term Observer (STO)

Responsible to: LTO

Job summary: STOs conduct observation in their area of responsibility (AoR).

Main duties:

- observes voting and vote counting processes in their AoR according to instructions received from LTOs;
- establishes and maintains regular contact with LTOs;
- fulfils tasks and instructions, received from LTOs;
- provides LTO (or the Core Team) with observation reports according to the defined procedure;
- reports immediately to LTOs about any extraordinary occurrence related to the elections (including any danger for STOs);
- participates in briefing and debriefing for STOs;
- acts in accordance with the ENEMO Observer's Code of Conduct;
- is disciplined.

Requirements:

- Experience/knowledge of electoral processes in their own country;
- Good knowledge of English;
- Ability to live and work under hard circumstances;

- Readiness to spend the most of the work time travelling on the field.

Preferred but not obligatory:

- Experience with international election observation;
- Knowledge of the language of the host country;
- Work experience in the host country.

LOCAL SUPPORT STAFF

Local Legal Expert

Responsible to: Head of Mission

Job summary: Local Legal Expert provides expertise on election legislation and regulations and monitors election-related disputes, complaints, court cases.

Main duties:

- Provides legal advice to EOM staff;
- Prepares official documents for correspondence with the authorities and the election administration;
- Examines election legislation and regulations;
- Monitors election-related disputes, complaints, court cases;
- Participates in EOM staff meetings;
- Participate in conducting briefings for LTOs and STOs (if the STO briefings are not to be conducted in the AoRs);
- Participate in developing reporting forms for LTOs.

Requirements:

- BA degree in law;
- work experience in at least 2 elections in their own country;
- Good interpersonal skills;
- Good computer skills;
- Excellent knowledge of the language of the host country;
- Good knowledge of English language;
- Ability to work with irregular working hours.

Preferred but not obligatory:

- Experience with working at international election observation missions (ENEMO, OSCE or other).

Assistant/Interpreter to the Core Team

Responsible to: respective Core Team member

Job summary: The assistant provides translation and assistant service for Core Team members.

Main duties:

- provides oral and/or writing translation to the Core Team members;
- provides assistance in organising meetings and events, plans working hours, keeps contacts, prepares documents, etc.;
- participates in staff meetings and external meetings if needed;
- travels outside the place of deployment with the Core Team members.

Requirements:

- Excellent knowledge of the language of the host country;
- Excellent knowledge of English language;
- Good organisational and computer skills;
- Ability to work having irregular working hours;

Preferred but not obligatory:

- domestic or international election observation experience.

Assistant/Interpreter to observers

Responsible to: ENEMO EOM observers

Job summary: Assistant provides translation and assistant service to observers.

Main duties:

- Provides oral and /or writing translation to the observers;
- Provides assistance in organising meetings and events, plans working time, keeps contacts, prepares documents, etc.;
- Participates in external meetings;
- Travels outside the place of deployment with the observers.

Requirements:

- Excellent knowledge of the language of the host country;
- Good knowledge of English language;
- Good organisational and computer skills;
- Ability to work having irregular working hours;
- Readiness to travel.

Essential but not obligatory:

- Domestic or international election observation experience.

Driver

Responsible to: respective Core Team member or EOM observers

Job summary: Driver provides transportation service for EOM staff using their own car.

Main duties:

- Provides transportation for EOM staff including travelling outside of the place of deployment;
- Maintains the car in a good technical condition in order to ensure safe and comfortable driving;
- Observes the road/traffic laws;
- Washes the car on a weekly basis;
- Places the EOM stickers on the car if needed.

Requirements:

- Driving licence;
- At least 5 years of driving experience;
- Ability to work with irregular working hours.
- Essential but not obligatory:
- Domestic or international election observation experience;
- Knowledge of English.

ANNEX 3

CODE OF ETHICS

ENEMO promotes a concept of gender, ethnic, national and religious equality and inclusion of people with special needs.

Within the process of selection of the staff members, ENEMO provides equal opportunities regardless of the candidates' race, color, gender, age, health (i.e. disability), religious or other background, unions' membership, national or social background, family status, welfare, sexual orientation or other personal characteristics.

ENEMO respects the generally recognized principles in regards to preventing conflict of interest, nepotism in the process of selection of its staff and during its functioning.

ENEMO fosters an atmosphere which provides opportunities for individual growth and staff development and promotes an organizational culture that respects the diverse and distinct individual contributions of all staff members.

All staff members shall be treated with fairness and equity, and as individuals with rights to be honoured and defended. Their rights to freedom of association, conscience and expression shall be respected and protected, but shouldn't jeopardise ENEMO image.

ENEMO is sensitive to the culture, customs, and the tradition of the countries in which it is implementing its projects.

ENEMO staff members promote ENEMO mission, objectives and its work while maintaining the positive image of ENEMO in the public.

ANNEX 4

CODE OF CONDUCT FOR EMPLOYEES AND ENEMO BODIES

ENEMO staff members shall:

- respect the policies and procedures of ENEMO;
- conduct their duties and obligations skilfully, responsibly and in a timely manner;
- declare any potential or actual conflicts of interest to the Governing Board or other relevant body;
- treat their colleagues with respect and shall foster team spirit and solidarity;
- abstain from any kind of harassment, such as physical, sexual or psychological harassment, i.e. mobbing;
- maintain good professional relationships with all stakeholders, with loyalty and protection of ENEMO interests;
- respect the confidentiality of sensitive information about or shared with them by ENEMO;
- share with each other comprehensive and accurate information;
- not accept any commissions, gifts, payments loans, promises of future benefits or other items of value in line of their work within ENEMO, other than the occasional gifts of nominal value that are in compliance with good business ethics;
- respect working hours;
- not wilfully or through negligence damage or destroy property belonging to ENEMO or his/her colleagues;
- not cause disorder or act in cruel and harsh manner;
- not bring, use, or be under the influence of alcohol and narcotics.

ARCHIVING POLICY



Based on Article 18 paragraph 8 of the Constitutional Protocol, the Governing Board of the European Network of Election Monitoring Organizations ENEMO at the meeting held on 05 July 2022 adopts the

ARCHIVING POLICY

PART I GENERAL PROVISIONS

Subject

Article 1

1. This policy determines the manner and technique of treatment of materials upon admission, reviewing and classification of the acts, shape, components of acts and their administrative and technical processing, selecting and recording the archives, storage and use of archive material.
2. The archive material is authentic and reproduced, or documented material of permanent value and importance to the organization.
3. This policy and procedures apply to all CEO staff members, CT members and Governing board members.

Goal of adopting this policy

Article 2

1. The goal of this policy is to provide clear instructions to CEO staff members, CT members and Governing board members regarding the appropriate retention and disposal of paper-based records via an agreed archiving process, to ensure managing paper records storage issues and to eliminate unnecessary retaining of paper records in the European Network of Election Monitoring Organizations (hereinafter: ENEMO).

Record keeping

Article 3

1. Record keeping is an essential task for all staff members.
2. Every staff member is responsible for making and keeping such records and it is necessary to fully and accurately record the functions, transactions, operations, decisions, administration, and management of organization.
3. The entire CEO staff is personally responsible for recorded information that they create or that they have some impact upon and for adhering to the organizations' policies and procedures to help maintain the availability, effectiveness, security and confidentiality of recorded information.
4. Recorded information, in any form, created or received and maintained by the organization in the transaction or conduct of affairs is kept as evidence of such activity.
5. The minutes of the Governing Board sessions are done by a person proposed by the President and should be kept by the CEO.

PART II

ARCHIVING PROCEDURES

Receiving mail

Article 4

1. All receiving mail has to be delivered to the official address of the network.
2. The mail can be sent via e-mail, regular mail or personally.
3. Receiving mail (acts, submissions, letters, ordinary and registered mail, etc.) is being performed during the working hours by the CEO and the Office Manager.
4. CEO and the Office Manager are also responsible for receiving deliveries related to tenders, advertisement, or job opportunity announcements, and for receiving of the mail outside of working hours.
5. Financial Manager is responsible for receiving cash letters and other valuable delivery.
6. The mail can be sent via internet, and in that case the office manager prints the sent documents due to security matters.

Review of mail

Article 5

1. Mail received on behalf of an ENEMO member within the CEO is to be delivered unopened to the addressee. If the mail is an official act and important for ENEMO and is addressed to the employee, the recipient shall return it to the responsible person within the CEO to be registered in the Correspondence Register.
2. Within 24 hours upon reception of the act, it should be returned to the responsible person to be registered in the Correspondence Register.
3. The wrongly delivered envelope is to be noted by the CEO or the Office Manager and it is to be delivered to the correct recipient, without making a record in the Correspondence Register.

Opening of mail addressed to the organization

Article 6

1. The procedure for opening mail addressed to the organization depends on the type of mail received.
2. The Executive Director is responsible for opening medium and highly sensitive mail.
3. The Financial Manager is responsible for opening cash letters and other valuable mail.
4. Office Manager is responsible for opening regular mail and e-mail.

Classification of documents

Article 7

1. Classification is a solution for managing the organization's files in a more regulatory and standardized manner and it allows easier searching of files.
2. A document class is a categorization of a particular file which includes properties pertinent to that class.
3. The documents are classified as follows:
4. General documents;
5. Project documents;
6. Financial documents.
7. Project documents are defined in the Project Database Policy.
8. Financial documents are defined in the Financial Policy.

General documents

Article 8

1. General documents are classified as follows:
 - Internal documents: Statute/Constitutional protocol of the organization; minutes from Governing board sessions; minutes from sessions of the Assembly; Rulebook on Employment, Communication and Visibility Policy, Financial Policy, Monitoring and Evaluation Policy, Project Database Policy, Archiving Policy, Anti-discrimination, Security and Cost Policy, EOM Financial and Procurement Procedures, Terms of Reference for Positions within an EOM, Terms of Reference for the Executive Director of the CEO, Organizational Chart of the CEO, Type, Size and Composition of Election Observation Missions Reference Paper.
 - External documents: Suppliers contracts; memorandums signed with different institutions; official correspondence letters; contracts with external parties.

Personnel records management

Article 9

1. Access to the personnel records is controlled to assure confidentiality, privacy, and appropriate access to records and reliability of data.
2. Access is limited to the Executive Director, Financial Manager and key administrative staff.
3. Paper personnel files are maintained in locked file cabinets.
4. Paper personnel files contain all personnel-related information in sections, including staff selection documents (resume, application, transcripts, test results, offer letter, etc.), staff performance documents (evaluations, letters of recognition, and disciplinary actions), staff development (completion of training certificates, education records, specialized licenses), and miscellaneous data (staff handbook receipt, requests to inspect personnel file, leave of absence requests, attendance records, letter of resignation, termination records and other employment related documents).
5. Access to paper personnel files is controlled by the Executive Director and the Office Manager.

Recording of the acts in the Correspondence Register of incoming mail

Article 10

1. All delivery mail that is addressed to the organization is to be recorded in Correspondence Register or other basic evidence and is to be stamped.
2. The recording of the acts shall be done in accordance with the legislation in the country of operation.
3. Office Manager must:
 - copy or print, and then record in the Correspondence Register, acts received via fax and e-mail;
 - record in the Correspondence Register every incoming mail;
4. If the received acts are not recorded in the Correspondence Register the same day, the Office Manager should record them no later than the very next day of the reception date, before the new mail is to be recorded.

Correction of data in the Correspondence Register

Article 11

1. Deletion of wrong numbers and words, gluing paper or using self-correcting ink over the incorrectly filled sections in the Corresponding Register is forbidden.
2. The authorized staff member has to respect the deadline for closing the Correspondence Register at the end of the year.
3. Corrections of data in the Correspondence Register are done by drawing a thin line over the incorrectly written text, and a correct text is entered above.

4. Correction in the Correspondence Register is verified by signature and date.
5. Closing of the Correspondence Register is done by entering official note on the total number of the objects registered in the Correspondence Register below the last basic number at the end of the respective year.

Sending mail

Article 12

1. Sending mail to all stakeholders and relevant subjects is a type of communication that is being exercised by the organization with the aim to inform about the issues related to its competences.
2. The format of the letters of the mail is in accordance with the Communications and Visibility Policy.
3. It is the duty of the Office Manager to provide a copy of the validated document and archive it.
4. The impression of the stamp is to be placed in the upper left corner of the front page of the sending mail.
5. The sending mail is recorded in the Correspondence Register by the Office Manager.

Access to the archive database

Article 13

1. All documents can be used consistently, only for the purpose for which they were intended and never to be abused for individual staff member's aims.
2. Staff members may not disclose the nature and contents of any record to any person unless such disclosure is permitted in terms of the staff member's job description, contract of employment or upon written authorization from the Office Manager in consultation with the Executive Director.
3. Acts and archive subjects can be issued only with reverse.
4. The reverse contains: archive number and basic number of the Correspondence Register; summary of the subject; date of issuing and date of return of the subject.
5. The reverse is to be signed by the Office Manager and the staff member, and the name of the project is to be entered as well.
6. The issued acts and items by reverse are recorded in the book of reverse or electronic reverse by the Office Manager.
7. After returning the act and subject in archives, the Office Manager annuls the reverse.
8. The violation of the procedure for access to the archive database is to be penalized in accordance with the Article 25 of the Rulebook on Employment.

Management of archived documents

Article 14

1. All documents related to the organization are stored in the Central Archive.
2. Each project coordinator has to provide a list of contents regarding the document included in the register.
3. All project documents must be archived in the Correspondence Register.
4. The list of contents that will be included in the Correspondence Register is as follows: the type of document; the expiry date of document; the number of the grant agreement; the number of the contract with natural persons; the subject; the number of copies circulated; the recipient or recipients.
5. All documents related to the organization and the projects will be placed in the Central Archive no later than two days after the expiring period.
6. The paper records are to be sorted in order that the retention periods are not mixed within boxes. It will not be suitable to have different destruction dates within one box.
7. Types of records or years should not be mixed. Every type of record shall be kept in a separate box.
8. Unauthorized destruction of records results with criminal prosecution and/or disciplinary action in accordance with the Article 25 of the Rulebook on Employment.

Protecting records from unauthorized access and tampering

Article 15

1. Electronic records have the same status as paper records.
2. Both electronic and paper records are bound by the same legislative requirements and are subject to the same degree of confidentiality and care.
3. Unauthorized access and tampering with the records is subject to disciplinary action in accordance with the Article 25 of the Rulebook on Employment.

POLICY ON COMMUNICATION AND VISIBILITY



Based on Article 18 paragraph 8 of the Constitutional Protocol, the Governing Board of the European Network of Election Monitoring Organizations ENEMO at the meeting held on 05 July 2022 adopts the

POLICY ON COMMUNICATION AND VISIBILITY

PART ONE GENERAL PROVISIONS

Subject

Article 1

1. This Policy regulates the different types of communication and visibility within or outside of the organization as well as the utilization of the organizations Logo, Memorandum, online presence, email, new social media, publications and banners of the European Network of Election Monitoring Organizations (hereinafter: ENEMO).

The goal of adopting this Policy

Article 2

1. The goal of this policy is to create the basis for efficient and effective communication and visibility of ENEMO.

PART TWO

VISIBILITY

CHAPTER I

VISUAL IDENTITY

Logo

Article 3

1. The logo of ENEMO is the abbreviation of the full name of the organization – European Network of Election Monitoring Organizations.
2. The ENEMO logo consists of the horizontal abbreviation mentioned in the paragraph 1 of this article, as well as of each word of the full name of the organization vertically aligned counterclockwise before each of the abbreviated letters (example provided in the Annex).
3. The color of the ENEMO logo is blue with white background or vice versa, depending on the usage. ENEMO brandbook should be prepared by the CEO and approved by the Governing Board to define all visual materials used within the network.
4. The logo shall be used only for official purposes of the organization, in accordance with the brandbook.

Visibility materials of ENEMO

Article 4

1. The visibility of ENEMO should be ensured through the official Memorandum, banners, publications, webpage, social media. All of these materials should be prepared in accordance with this Policy and ENEMObrandbook.
2. Branding and visibility of ENEMO shall also be represented with banners.
3. Banner design shall be the responsibility of the IT officer.
 - Banners must have a unified look and should be in the following formats:
 - Stand-up banner EOM
 - Background banner EOM
 - Stand-up banner non-election
 - Background banner non-election
 - The stand-up banner dimensions are 85x202cm, with the name of the mission and the country center positioned at the top of the banner.
 - The background banner dimensions shall be determined depending on the respective circumstances, with the name of the mission and the country center positioned at the middle of the banner.

Official memorandum template

Article 5

1. The ENEMO memorandum is used as part of the official internal and external communication of the organization.
2. The ENEMO memorandum consists of the blue logo of the organization, as described in Article 2, center positioned letters on a white background in the header, followed by information such as address, webpage, telephone/fax, email address and other information in the footer of the document.
3. Logos of donors may be inserted on the Memorandum in accordance with their visibility guidelines.

Publications

Article 6

1. Every document used for official/public presentation of ENEMO activities (reports, statements, brochures, leaflets, press releases, handbooks etc.) is a publication.
2. Drafting of publications during missions is the responsibility of the Head of Mission. Drafting of publications in between missions is the responsibility of the CEO and President of ENEMO.
3. All the documents have to contain the ENEMO logo, the ENEMO memorandum (where applicable), as well as the logos of donors, according to their visibility policy.
4. All the important statements and reports shall be translated by the members in the language of their respective countries.
5. A disclaimer shall be part of all the translated documents.

CHAPTER II

ONLINE PRESENCE

Webpage

Article 7

1. ENEMO webpage address is www.enemo.eu. CEO is responsible for maintenance of ENEMO web page and domain.
2. The mandatory sections of ENEMO webpage are: Home, About ENEMO, Activities, Missions, Members, News, Database and Library.
3. Front page contains: current missions section, Declaration of Global Principles for Non-Partisan Election Observation and Monitoring by Citizen Organizations, activity log/clickable list of previous ENEMO EOMs, link to the annual reports from the member organizations, contact information and bottom menu similar to top menu.
4. The official language of ENEMO webpage and other online content of ENEMO is English.

Social media presence

Article 8

1. ENEMO primarily uses the following social media channels: Facebook, Instagram, Twitter and YouTube, with the possibility of creating new social media accounts, if needed.
2. ENEMO Facebook page is <https://www.facebook.com/pages/ENEMO-The-European-Network-of-Election-Monitoring-Organizations/430957566960421>
3. ENEMO Instagram page is https://www.instagram.com/_enemo_/
4. ENEMO Twitter page is <https://twitter.com/ENEMOnetwork>
5. ENEMO YouTube page is https://www.youtube.com/channel/UCmhrcYguQslAFPYuYG_AWLQ/featured
6. ENEMO social media channels are updated on a regular basis and are used as a source of information containing reports, photos, videos and other information related to ENEMO projects and Election Observation Missions.

Administration of online content

Article 9

1. Administering, updating and publishing of information on the ENEMO webpage shall be the responsibility of the CEO.
2. During the missions, administering, updating and publishing of information on the ENEMO webpage shall be done in cooperation between the respective Core Team of the mission and the CEO.

PART II

COMMUNICATION

CHAPTER I

EOM INTERNAL COMMUNICATION

Article 10

The internal communication during EOMs must ensure proper, efficient and timely sharing of information between all the members of the EOM, the network, the Governing board and the CEO.

Communication between the CEO and the network

Article 11

The CEO communicates with the network in order to share information about an upcoming EOM, and to share the announcements for positions within the missions.

Communication within the Core Team

Article 12

1. Communication within the Core Team shall be conducted on a regular basis as open communication flow between Core Team members regarding EOM related issues.
2. Each local staff member assigned to the Core Team is obliged to communicate in the first instance to their immediate superior on a daily basis.
3. Core Team can communicate to local staff assigned to LTOs and STOs for the purpose of collecting additional information in the case of security issues or breach of the Code of Conduct of any member of the team (international or local) and other circumstances. Communication can be done by any means (email, phone, personally).

Communication between the Core Team and the LTOs

Article 13

1. Core Team communicates with the LTOs on a daily basis.
2. Any member of the Core Team may communicate with the LTOs, while the LTOs shall communicate primarily with the LTO Coordinator/Logistic Officer and shall reply to any Core Team member that has addressed them.
3. An LTO cannot address the mailing list of the network in the name of the EOM.
4. Communication between the Core Team and member organization(s)/network

Article 14

1. Core Team shall communicate with member organization(s)/network for the following purposes:
 - LTOs/STOs list of nominees;
 - Any security issues related to Core Team, LTOs of STOs during EOM;
 - Logistics issues;
 - Evaluation of LTOs/STOs nominees and final evaluation of LTOs and STOs performance in EOM;

- All statements produced by the Core Team (press releases, preliminary statements and final report).

Communication of the Head of Mission with the CEO and the Governing board

Article 15

1. The Head of Mission communicates with the CEO regarding election related issues and receives instructions/approvals about the work of the Core Team.
2. In situations where the CEO must ask for approval from the Governing board, the answer to the Core Team must be delivered within 48 hours. If the matter requires an urgent answer, this timeframe may be shortened to 24 hours.

Communication of the Core Team with the STOs

Article 16

1. Core Team may communicate with the STOs with the purpose of collecting additional information in the case of security issues or breach of the Code of Conduct of any member of the team (international or local). Communication can be done by any means (email, phone, personally).
2. STOs shall not communicate with Core Team members, except in security related situations or when instructed by their LTO.

Communication between LTOs and STOs

Article 17

1. LTOs communicate with STOs on a daily basis.
2. STOs shall communicate primarily to their LTOs.
3. LTO cannot address the mailing list of the network in the name of the EOM.

CHAPTER II

EOM EXTERNAL COMMUNICATION

Article 18

1. The external communication during EOMs has to ensure proper, efficient and timely sharing of information about EOMs activities and issues.
2. The messages shall be transmitted in accordance with the entire Communication and Visibility Policy.

Communication with the public

Article 19

1. The communication with the public shall be conducted through press releases/statements, press conferences and through social media channels (Facebook, Instagram, Twitter, YouTube etc.).
2. In addition, ENEMO has a "one-pager", which is a description of the ENEMO network and its functioning and which should be utilized for external meetings.
3. Each EOM should update the "one-pager" with information on the respective EOM.
4. The Head of Mission and/or the PR Officer shall be responsible for:
 - Communication with the public;
 - Communication with PR agency contracted for the purpose of EOM (where applicable or needed);
 - Media relations and communication
 - Presentation of the official findings and assessments to the public at a press conference not later than 48 hours after the closing of the polling station, unless justified by exceptional circumstances
5. Dissemination of information about the EOM in the home countries shall be the responsibility of Member organizations;
6. Drafting PR strategy and outreach timeline for the EOM in accordance with the overall external communication strategy shall be the responsibility of the PR Officer;
7. Approval of the PR strategy shall be the responsibility of the Head of Mission.

Communication with donors

Article 20

1. Communication with the donors is divided into 3 segments:
 - Communication with the respective donors prior to the mission;
 - Communication with the respective donors during the mission;
 - Communication with the donors in regard to the administrative and contractual issues.
2. Communication with the donors on the ground prior to an EOM shall be the responsibility of the Executive Director and the President of ENEMO.
3. Communication with the donors on the ground during an EOM shall be the responsibility of the Head of Mission, Deputy Head of Mission and President of ENEMO.
4. Communication with the donors in regard to the administrative and contractual issues shall be the responsibility of the Executive Director, Project Manager and President of ENEMO.
5. Drafting a list of prospect donors not incorporated in the fundraising strategy of the organization shall be the responsibility of the CEO, President of ENEMO, members of the Governing board, member organizations of ENEMO from the host country.
6. Initiating communication with prospect donors for the EOM and maintaining regular contact shall be the responsibility of the Executive Director and the President of ENEMO..
7. Introducing the Head of Mission to the donors on the ground shall be the responsibility of the Exec-

- utive Director and the President of ENEMO.
8. Communication with the respective donors scheduling weekly, bi-weekly and/or monthly meetings with the donors shall be the responsibility of the Head of Mission and Deputy Head of Mission.
 9. Drafting reports and materials for the public in the targeted country during the course of the EOM shall be the responsibility of the Core Team.
 10. Drafting narrative, financial and other reports requested by the donors and deriving from the contractual obligations shall be the responsibility of the Project Manager, Financial Manager and the Executive Director.

CHAPTER III

INTERNAL COMMUNICATION IN NON-ELECTION PERIOD

Communication between the CEO and the Governing board

Article 21

1. Communication between the CEO and the Governing Board is conducted on the dynamics of implementation of the Strategic Plan, the fulfillment of the indicators prescribed within, as well as other relevant issues.
2. The CEO shall be responsible for:
 - Submitting quarterly reports to the Governing board;
 - Providing an update during Governing Board meetings on the activities of the CEO, including fundraising efforts, upcoming missions and projects, and other relevant matters;
 - Submitting reports and information to the Governing Board about ongoing and finished projects;
 - Assisting the Governing Board by providing information on different queries addressed and issues raised by the network members;
 - Distributing the materials for the sessions of the Governing Board in a timely manner.

Communication between the CEO and the network

Article 22

1. The communication between the CEO and the network shall be conducted in a periodical manner and regarding information about ongoing projects.
2. The CEO shall be responsible for:
 - Preparing and distributing quarterly newsletters to the network;
 - Distributing technical information on the ongoing projects to the network.

Communication between the Governing Board and the network

Article 23

1. Communication between the Governing Board and the network shall be conducted in order for the network to be informed about the work of the Governing board.
2. The President shall be responsible for sharing the enacted decisions and positions by the Governing Board on various issues with the network.
3. Governing Board shall be responsible for:
 - Providing answers to queries addressed and issues raised by ENEMO members;
 - Providing official positions of ENEMO on various issues of joint interest to the network.

Communication between the Executive Director and the Governing Board

Article 24

1. The Executive Director reports to the Governing Board about his/her work and work of the CEO.
2. Executive Director shall be responsible for:
 - Providing reports on the functioning and performance of the CEO, including CEO staff;
 - Providing periodical reports in accordance with the Monitoring & Evaluation Policy.

Communication between member organizations

Article 25

1. Communication between member organizations is conducted with the aim to share experience, information about the conducted projects, draft joint project proposals, etc.

CHAPTER IV

EXTERNAL COMMUNICATION IN NON-ELECTION PERIOD

Communication with the stakeholders

Article 26

1. Communication with the stakeholders entails the communication with the governments, political entities, mass media, civil society, and international organizations on project and election related issues.
2. CEO and the Governing Board shall be responsible for creating a database of stakeholders and sharing of information.

Communication with the donors

Article 27

1. Communication with the donors is conducted in a periodical manner as regards project related and election related issues.
2. CEO and the Governing Board shall be responsible for creating and maintaining the mailing list of donors and sharing of information.

Presentation of the organization at international events

Article 28

1. ENEMO may organize international events for the purpose of promoting the program, projects, missions, capacities and resources of the network.
2. Executive Director and/or members of the Governing Board are strongly encouraged to attend such events.

ANNEX

ENEMO LOGO



RULEBOOK ON FINANCIAL OPERATIONS AND PROCUREMENT



Based on Article 18 paragraph 8 of the Constitutional Protocol, the Governing Board of the European Network of Election Monitoring Organizations ENEMO at the meeting held on 05 July 2022 adopts the

RULEBOOK ON FINANCIAL OPERATIONS AND PROCUREMENT

PART ONE GENERAL PROVISIONS

Article 1

1. The goal of adopting this Rulebook is to conform and strictly adhere to the basic principles of funds management, such as:
 - security of the funds and risk management.
 - accessibility of the funds.
 - limitation in the amount of cash transactions.
 - having a clear record for every transaction.
 - ensuring that all of the financial actions are in consistence with the country's of registration laws;
 - standardization which shall ensure clear transition of the records.

Article 2

1. Rulebook on Financial Operations and Procurement (hereinafter Rulebook) regulates the financial operations of the European Network of Election Monitoring Organizations (hereinafter ENEMO) and particularly:
 1. Earning, acquiring and planning funds;
 2. Business financing;
 3. Payment and maintenance of solvency;
 4. Forming reserves;
 5. The responsibility of the authorized employees for the financial operations of the Organization;
 6. Procurement procedures
 7. Accounting policies and procedures.

Article 3

1. In financial operations of ENEMO, a long-term stability should be secured for the timely fulfillment of its obligations.

Article 4

1. The basic framework of financial operations of ENEMO is determined by the financial plan, that is, the cash flow plan based on the work plan and other ENEMO's plans, at the end of the year for the next year, and no later than the beginning of the year for the current year.

ACCOUNTING SOFTWARE

Article 5

1. Maintenance of accounting information, that is, accounting and bookkeeping, ENEMO performs with an accounting software.
2. The software referred to in paragraph 1 of this Article shall be created, distributed and maintained by an authorized financial/software company.
3. Books of account are kept by double-entry bookkeeping system.

Article 6

1. Accounting/bookkeeping is done in compliance with the generally accepted accounting principles, International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS) principles for timely and accurate data entry with the aim of providing the correct picture of the actual financial situation and liquidity of ENEMO.
2. Basic accounting policies that are being followed are:
 - Business expenses
Business expenses are directly related to recognized income in the operating result of the accounting period.
 - Assets' maintenance cost
The costs of repair and maintenance of fixed assets are covered from the income of the current accounting period. Reconstructions and adaptations that change the capacity or purpose of fixed assets are presented as an increase in the value of fixed assets.
Conversion of foreign means of payment
Business changes in foreign currencies during the year are converted into EUR at the official exchange rates valid on the day of the business change. Foreign exchange gains and losses resulting from the translation of receivables and payables in foreign currencies into their equivalent in EUR and the translation of changes in operations during the year are recognized in the income statement as financial income or financial expenses.
 - Financial income and expenses
Financial income and expenses include interest income on receivables and payables as well as interest expenses. Interest income and expenses are stated at the time of calculation according to the agreed interest rates. Financial income and expenses include foreign exchange gains and losses resulting from the translation of foreign currency transactions, as well as monetary assets and liabilities.
 - Intangible assets, property, plant and equipment
Property, plant and equipment acquired after initial recognition are stated at purchase value. The purchase value is the invoice value of the assets, increased by all costs incurred until their commissioning. Cost less any discounts and / or rebates received. The cost of constructed buildings represents their purchase value on the date when construction or their development is completed. Purchase-related costs include all costs directly attributable to bringing the asset to a working condition. After initial recognition, assets are measured at revaluated amount, in order to reflect their fair value at the date of revaluation. Subsequent expenditure is added to the carrying value of equipment and intangible assets if it is probable that future economic benefits associated with the item will flow to the Association. All other subsequently incurred expenses are recognized as an expense in the period in which they are incurred. Equipment is capitalized if its useful life is longer than one year. The positive difference arising on the sale of property, plant and equipment is credited to other

income. The carrying amount of disposed of and disposed of fixed assets is reimbursed against other expenses.

- Depreciation
Depreciation of fixed assets is calculated by applying the proportional method and rates determined on the basis of the estimated useful life (span) of assets.
- Accounts receivable and revenue recognition
Revenue from donations is recognized when the service on the basis of which the grant was awarded is performed.
- Cash and cash equivalents
Cash and cash equivalents are cash and monetary balances in banks and cash on hand. Valuation of cash and cash equivalents is performed at their nominal value.
- Employee benefits
In accordance with the regulations applicable in Montenegro, the Association is obliged to pay on behalf of employees, contributions to the state funds that provide social security for employees, by applying the rates prescribed by law. Employee contributions and employer contributions are recognized at the expense of the period to which they relate. Overpaid contributions are recognized as assets in the refundable amount or in the amount by which the future contribution obligation can be reduced.
Access to the accounting system is limited to relevant users designated by the Executive Director and is controlled by a code with the objective of preserving the integrity of the data.

3. The accounting system of ENEMO is to be developed and organized in order to:

- Meet the financial reporting requirements of the donors.
- Produce consolidated financial reports and present a clear picture of the balances.
- Produce a clear and updated cash flow analysis per budget line, per donor, and per budget category. This tool is very important for proper and timely following of funds distribution, utilization and reporting, as well as for initiating budget realignment procedures in accordance with the donors' contracts.
- Be easy adjustable to meet donors' reporting requirements.
- Meet the inter-organizational reporting requirements.
- Be secure and allow access only to designated persons with strictly defined level of access.

Article 7

1. The authorized financial/software company is in charge of the correct installation and further operation of the software referred to in Article 4 of this Rulebook.
2. The security system is set up to allow different levels of access. The Executive Director, Head of Operations, Finance Officer and Accountant have full access to the entire system.
3. Bookkeeping and accounting are entrusted to the Accountant and the Financial Officer. This is done in accordance with strict and predefined rules that apply to the accounting method in use.

Article 8

1. The storage of financial data (backup) under Article 7 is done through the cloud system.
2. In order to access the backup data referred to in Article 7 and paragraph 2 of this Article, double security is provided: user password and SMS verification code.
Should there be partial or permanent physical destruction of the hardware, the cloud system allows data recovery up to the time of the last synchronization.

RECEIVED FUNDS

Article 9

1. Policies and procedures of received funds ensure that all incoming funds are correctly recorded and

protected through separation of duties and supported by appropriate documentation.

2. The intention of the existence of the activities referred to paragraph 1 of this Article is to limit, where possible, transferring and giving cash by giving priority to electronic banking transactions or transfers.
3. All funds in excess of 1000 euros must be received through the bank.
4. Cash can be accepted to cover the limited use of the organization's resources, i.e. printing, copying, car usage, participation or other lower cost.
5. All payments that donors or project partners should donate/give based on a contract must be directly transferred to the bank account of the organization.
6. In the case of institutional donations for the implementation of project activities, the funds are received in the manner and dynamics prescribed by the signed contract.
ENEMO can acquire assets from:
 1. a membership fee,
 2. voluntary contributions,
 3. donations
 4. a lease.
7. For each grant, contract, loan or other agreement, the Executive Director shall determine the employees responsible.
8. The procedures will ensure that all fund requests are properly filed and followed through.

Article 10

1. Incoming cash from Article 9 of the Rulebook must be reported and recorded in accounting for the month in which the money was received.
2. The document referred to in paragraph 1 of this Article shall be signed by both parties in such a way that the party that pays cash gets one copy, while the other one is kept.
3. The accompanying documentation (letter, coupons, receipts, etc.) is provided with cash when delivered to employees designated for processing and deposits.
4. All collected funds that are waiting for a bank deposit shall be kept in a locked cash register, accessible only by employees designated by the Finance Officer.
5. The Finance Officer reports the cash with the received documentation and prepares the deposit for delivery to the bank. Employees designated for that send the deposits to the bank.
6. The accountant enters the deposit into the accounting system.
7.)A day later or when the following bank statement is produced for the corresponding account containing the deposit, a bank reconciliation is performed in order to confirm the amount deposited in relation to the amount stated in the bank statement.
8. For services provided by ENEMO, upon the request of the Executive Director ,on the basis of an agreement signed by the Executive Director, the Head of Operations approves the invoices processed by the Finance Officer.
ENEMO is obliged to provide two original copies, one for its own archive and one for the other party.
9. Before archiving activities from the previous paragraph, the second invoice must be signed by the recipient from the previous paragraph.
10. A scanned invoice or a copy of an invoice is sent to accounting. Each Wednesday, ENEMO reviews the status of all receivables.
11. The procedure for receivables from the preceding paragraph in relation to natural persons is the same, except that an invoice is not provided, and all activities are based on the conditions set forth in the agreement.
12. Outdated receivables are reviewed by the Finance Officer.
13. The Executive Director must authorize the write-off of uncollectible receivables, which are documented.
14. Receivables from customers are quarterly reviewed by the Head of Operations, to ensure that receivables have a reasonable expectation.

PAID FUNDS

Article 11

1. Policies and procedures of disbursed funds are created to ensure that payments are made in a proper manner based on appropriate documentation and authorization.
2. The payment of funds is always approved by two persons.
3. For each payment, an authorization of the Head of Operations and Executive Director is necessary.
4. Payments can be made in cash for amounts that are less than 100 euros, but also through the bank. The purpose of the cash payment referred to in the preceding paragraph is to facilitate the purchase in small enterprises or the refunds required in the day-to-day operations of the organization, without going through the process of writing bank requests. The cash limit is determined by the Executive Director.
5. Cash is held in a locked box secured in a locked office for archives, a safe or a locked desk. Solely the Finance Officer has the key to the safe.
6. Bank payments are made via e-banking or by hand, by completing and signing bank requests in the format specified by the bank. Electronic banking enables the electronic transfer of money, and bank statements about the account balance are made via a computer and/or telephone. The payment is prepared by the Finance Officer and the correctness and availability of funds are checked by the or the Head of Operations.
7. Payment is always made by the Finance Officer.

Article 12

In the event of an invoice for services or goods being lost, a detailed explanation of the cost is sent along with the payment request that is submitted with the request for payment for the approval of the Head of Operations.

The supplier will be contacted with the request for the second original copy (certified copy) of the bill in question, as soon as possible.

Article 13

The cash payment receipt is filled in two copies.

The original must be given to the person who was given the specified asset.

The second copy must be sent with the accompanying documents for data entry to the Finance Officer for processing.

There must be a difference between the person making the payment and the person who approves the payment of cash.

Payments for various expenses up to 100 euros can be made in cash.

If funds are required for a purchase, the buyer must provide a receipt for the amount received. Funds can be given in advance or after a purchase. In case of an upfront payment, the buyer must submit a receipt with the purchase request approved by the supervisor and return the remaining balance if there is any.

The person authorized for taking care of these activities will ensure the proper tilling of the treasury and the income.

All irregularities in the treasury fund are immediately reported to the Head of Operations.

The availability of funds is confirmed by the Head of Operations.

Prepared and signed bank orders with a small amount of money are prepared and signed by two persons authorized to approve it (they also approve the Request for Money Exchange) and submitted to the person who has given the signatures and personal data to the banking system and is responsible for collecting cash from the bank.

A cash deposit is recorded immediately after the authorized person returns from the bank.

The transaction is recorded in the financial documentation and accounting, with the date when the

transaction was made.

The Executive Director will periodically perform unannounced cash reviews.

Article 15

Bank orders

The Finance Officer reviews the Requests for payment by checking the account, suitability of expenditures and authorized signatures.

The request referred to in paragraph 1 shall be compared with the delivery (for payment to a legal entity) or with the contract (in case of payment to a natural person).

The bank order is filled out by the Finance Officer. The Head of Operations signs the request to confirm the availability of the funds and the correctness of the used code.

The bank order is delivered to an authorized person for signing.

The bank sends the bank order, while the original processed and archived. A copy is returned to the office and attached to the Request.

In case e-banking is available, the entire procedure is done electronically.

Depending on the capability of the system being used, the Finance Officer prepares the bank account in the system, confirms the accuracy and availability, and requests the consent for the final approval.

The completed bank order is printed from the system and attached to the accompanying documents.

The flow of activities concerning the documents follows the path of accepting the initiator, so at each stage of the process, the documentation supporting the transaction is available for review.

If the system permits, the documents are scanned at the beginning of the procedure and electronically attached to the bank order.

PAYROLL

Article 16

These procedures are designed to ensure that wages are based on proper authorization and required documentation, that they are paid at the approved rate, that they are given only to the employees, and to ensure that these activities are properly, timely and accurately reported to the state and local tax authorities.

The wage is prepared using data from time sheets of employees that the employee completed and signed, and was then reviewed, approved and signed by an authorized person.

The timesheet referred to in the preceding paragraph must contain a detailed account of the exact number of work hours/days, days off, or relevant paid or unpaid leave from duty, reflecting actual engagement for a particular month/period.

Article 17

The payroll is processed on a monthly basis. The payment period is from the 1st to the 10th of the month, for the previous month. Wages are based on timesheets or reports filled by employees and approved by the supervisor. Each timesheet reflects the source of financing which pays for the employees' time.

Timesheets will reflect the use of free days, vacations or other departure times, if applicable to the given situation. Timesheets are signed with a chemical pen (ink), and no white or correction tape can be used to change the data. Changes are initiated by staff members. The timesheet must be signed by both a staff member and a direct supervisor after each change that occurs after the initial signing. The Executive Director must approve new engagements and changes in salaries and/or other fees.

Records on wages are kept by the Head of Operations in secrecy and in a confidential manner. Information about wages will not be discussed with other staff members. Files must be kept in locked closets with restricted access to certain staff.

Documents certifying the retention of taxes and granting other deductions, such as a health insur-

ance premium or voluntary contributions, are found in wage dossiers by the Head of Operations. A separate file contains all forms required by the Employment Agency for each current employee and is maintained by the Head of Operations.

Once it is approved by the Executive Director, the Head of Operations verifies whether the wage is correct and complete by confirming the filing data.

The Head of Operations checks the transfer of funds according to the submitted data on the wage.

The concept of gross wages ensures payment in the total amount of the total gross wage. It is an automated system that simultaneously distributes net wages, wage tax deposits, preferential fees to a respective account. As soon as the bank statement is available, the Head of Operations inspects it, to verify the accuracy of the deposit.

Payment of labor fees is done through ENEMO's administrative account and is approved by the Executive Director and Head of Operations.

FEES FOR TEMPORARY AND PERIODICAL ENGAGEMENT OF EXTERNAL STAFF

Article 18

These activities are implemented to ensure that the payment of subjective rights on the basis of a signed service contract is justified and supported by the appropriate authorization and necessary documentation, that the payment of funds is done at the approved rate and ensures that the state and local tax authorities are timely and truthfully informed.

Article 19

The process of granting payment is the same as the procedure for determining the payment of wages (work fees). Amount and date of payment are defined by contract. Approval is given by an immediate supervisor, i.e. an authorized person on behalf of ENEMO or the Project Coordinator. Personal income tax and fees are paid by ENEMO.

PROCUREMENT

Article 20

Procurement is a process that must be implemented in order to ensure a satisfactory level of competitiveness and a market-based approach, when purchasing goods and services for the realization of program activities and achieving project results or for the necessary administrative purposes.

The activity referred to in paragraph 1 rests on five principles: responsibility, transparency, proportionality, equal treatment and non-discrimination and value for money.

Article 21

Depending on the value of the goods or services being procured, the following thresholds have been established. If the procurement is carried out for the purpose of the project, the procurement rules of individual donors will be considered, and stricter ones will be applied.

1. 0-100 EUR - Cash

2. 101-1000 EUR - Single amount

3. 1 000-10 000 EUR - Simple offer

- 4.10001-100000 EUR - Formal offer
- 5.100001-500 000 EUR- National public tender
- 6. 500 001 and more - International tender

Article 22

The terms in Article 21 have the following meaning:

1. Cash - goods or services mainly relate to smaller office supplies, smaller IT equipment, device maintenance, and the like. The procedure is carried out in accordance with the procedure for paying in cash by the Finance Officer.
2. Single amount - goods or services that can only be provided with one bid without a tender being executed. The decision is made directly by the Executive Director.
3. Simple offer - it is necessary to conduct an online or another type of research to obtain prices from at least 3 different sources. No formal offers are required.
4. Formal offer - Formally addressing at least 3 selected suppliers to get at least 3 formal bids. All communication must be registered and dated.
5. National public tender - a procedure that is carried out in full compliance with national rules for a public tender.
6. International tender - a procedure that is carried out in full compliance with international rules for a public tender.

Electronic payment cards

Article 23

To facilitate payments that are mainly related to official travel and online shopping, the use of an electronic payment card is permitted. Depending on the agreement with the bank, credit or debit card usage is considered.

A separate bank account must be open for this purpose. Funds may be available for use only through this account.

The type of card being used has its advantages and disadvantages that are carefully explored and compared, to ensure a satisfactory level of preservation and management of money assets. The bank must provide detailed information on all the specifics in order to mitigate possible risks.

Debit Card: The use of funds is limited to the amount available on the account. The account balance is monitored directly by the Executive Director and/or the Head of Operations by receiving an SMS notification about each executed transaction or through a bank statement for each transaction.

Credit Card: Limit of funds is determined in agreement with the bank. There is a risk of charging a negative interest rate on the funds used in the final limit.

The Executive Director decides on ownership and custody.

Article 24

A separate bank account should be opened to be used exclusively for e-card transactions. The Executive Director makes a decision about the maximum amount of the balance. In case the card is not being used, the bank balance should be 0 (zero) or approximately zero if funds are required to cover the monthly bank account maintenance fees.

Depending on the need and availability, more than one card can be obtained for this account. The Executive Director decides on the protection of the account. Cards are stored locked in a safe with the Finance Officer.

In order for an employee to use the e-card(s), they should obtain a written permission/ authorization or a decision from the Executive Director to use a debit card for business purposes related to bank account. These documents are archived so that at any given time there is clear information about who used the card(s) and in what period.

The Executive Director changes the codes and shares them only with allowed users.

In the event that an e-card is stolen or lost, the designated person must immediately notify the bank in order to block transactions.

The person responsible for the card must submit a brief report explaining the circumstances under which this situation occurred.

DAILY BREAKS AND ANNUAL VACATION

Article 25

In accordance with ENEMO's plan, each employee is entitled to a 30-minute daily break and a paid annual vacation, sick leave or parental leave.

In case of unpaid leave, a direct permission of the Executive Director is necessary. The terms defining the duration and the possibility of unpaid leave are defined by the applicable Law. The terms of paid leave are defined according to the applicable Labor Law. Associates engaged part-time do not have the right to paid leave.

Article 26

Full-time employees are entitled to a 30-minute daily rest period that can not be used at the beginning and end of working hours. Employees are entitled to a weekly rest, lasting for at least 24 hours continuously. Employees are entitled to paid leave during state and religious holidays.

In accordance with the applicable Labor Law, the Executive Director issues a Decision on Vacation, as well as a Decision on Non-working Days During Public and Religious Holidays.

In case of unpaid leave, under the applicable Law, minimal or no effect on the organization's fund is expected and approval by the Executive Director is required.

In the case of paid leave, i.e. absence from work with a wage compensation in the cases determined by law: marriage, childbirth, severe illness of a close family member, taking a professional exam and other cases determined by a collective contract and an employment contract, the matter will be resolved in accordance with the applicable Labor Law.

RETIREMENT

Article 27

The employer is legally obliged to pay a pension fund contribution for each employee who has an employment contract.

RENTING PRIVATE PROPERTY OF AN EMPLOYEE

Article 28

Should conditions arise in which additional equipment for temporary use is required, in cases where the available non-financial assets of the organization are not sufficient for the successful implementation of the activity, the organization may require some of the employees to lease their private mov-

able or immovable property for a certain corresponding compensation, acceptable for both parties.

Article 29

Assessment of needs for additional non-financial resources is carried out by the Executive Director and Head of Operations.

The amount of compensation will be established on the basis of the type of equipment, expected usage and maintenance costs. The decision should be realistic and justified while rent should be profitable for the organization and in accordance with previous similar rental costs.

The amount of compensation must be determined on the basis of the existing market value. Rental conditions are strictly defined in the rental contract signed by both parties.

RENTING PROPERTY OF THE ORGANIZATION

Article 30

This procedure regulates rental of the organization's assets (basic assets and inventory).

Depending on the type of goods being leased, due to different specifics, all cases are treated separately.

In consultation with the parties who may be affected by the lease, the Executive Director has the right of approval. Consultations are conducted in order to reduce the risk for the following aspects:

- Profit of the organization
- Reduction of functionality due to non-use
- Comparative financial analysis of maintenance costs
- Maintaining good cooperation with other parties.

Article 31

Both parties must sign a contract detailing the specifics and condition of the equipment as well as all relevant rental conditions.

In any case, the legal ownership of the object still belongs to the organization.

All contracts must contain a statement which declares that the organization's Secretariat can cancel a contract if it considers it harmful to the financial or PR aspects of the organization.

DONATIONS AND CONTRACTS

Article 32

Documents related to contracts and donations are reviewed and approved by the Head of Operations before they are sent to the Executive Director.

Article 33

The Executive Director signs a donation contract.

Head of Operations carefully reviews each donation contract to ensure all elements are in accordance with the approved project.

Head of Operations and the Finance Officer review the financial details of the contract in detail and any received donation money to ensure that the organization complies with all financial provisions.

The original donation agreement is placed in the archive with the Finance Officer. The scanned version

is placed in a document database that is designed to facilitate the use and availability of documents. In consultation with the Accountant, the Finance Officer assigns the appropriate account number in the general ledger.

The Executive Director divides responsibilities between the employees on the basis of an approved project, i.e. donation.

Head of Operations collects and archives individual files containing a copy of the grant agreement, any changes, relevant correspondence related to the donation, documentation related to the realization of the project activities.

The Finance Officer prepares financial reports, makes payments within the project, archives all financial changes of the budget and relevant correspondence related to finances.

BUDGETS

Article 34

The budgets provide a standard by which performance is measured, encourages planning, and allocates funds in accordance with the requirements of the funding source. The budgets should use reasonable assumptions for revenues and expenditures. All budget analyses should be documented in order to facilitate further analyses and evaluation, not only of the budget but also of current project-level revenues and expenditures.

Article 35

The budget of the organization or a project is prepared by the Finance Officer. The budgets are submitted to the Executive Director for inspection and approval. The Executive Director submits the proposal of the annual financial report to the Secretariat for approval.

REPORTING

Article 36

The reports assist the Executive Director and donors in controlling project activities and financial resources. According to the Statute of the organization and legal provisions, the following procedures are considered valid in relation to financial matters:

- Reporting to donors
- Reporting to bodies of the organization
- Reporting to management

Article 37

All the reports must be timely prepared, contain accurate and up-to-date information to represent relevant sources of decision making and asset management.

The reports are prepared by the Finance Officer in consultation with the Head of Operations and sent then to the Executive Director for approval.

In order to approve the financial report, the Executive Director compares it with the narrative report, and they must be in agreement.

Report to donors is sent by the Head of Operations the envisaged reporting format, which is usually determined by the donor.

Depending on the dynamics of the project implementation and with the aim of providing timely financial analyses, a report on project costs is prepared at least every two weeks. Once a month, a senior management meeting is held where the Executive Director is informed about all the financial as-

pects of the project implementation.

Monthly financial reports, including the statement of income and expenses, as well as the balance sheet as required, are provided for the Executive Director.

A cash cost statement is prepared twice a year for one fiscal year. One half-year to July 15th for the period from January 1st to June 30th and one for the year to January 20th for the period from January 1st to December 31st of the previous year.

The Executive Director and the Head of Operations sign all donor reports. The Finance Officer prepares and updates the list of reports and deadlines for donors. The Finance Officer has the responsibility to ensure that all financial reports are submitted within the deadline. A semi-annual report describing the expected revenues and expenditures that represent the financial state of the organization is made and submitted at the request of the Executive Director. The annual financial report is submitted to relevant bodies upon request and in accordance with the law.

AUDIT

Article 38

An internal organizational financial audit is conducted every year, if the funds of the organization permit it. An external financial audit is carried out at the order of the auditor hired by the donor. In addition to the audit, depending on the terms of the grant agreement, additional project financial audits and cost audits are carried out at the request of the donor.

Article 39

The key person for preparing the documentation for the audit are the Finance Officer and Head of Operations.

Immediately after the letter/mail of the audit has been delivered, the Head of Operations must organize a meeting with the Finance Officer and Executive Director and develop a plan for the preparation of the audit. The Head of Operations, together with the Financial Officer is in charge of communicating with auditors, while all relevant parties must be informed about the content of each communication.

STORING/DESTROYING DOCUMENTS

Article 40

The policy of storing and destroying documents envisages obligations and responsibilities for maintaining and retaining documentation, as well as for destroying documents of the organization.

It is the responsibility of every person who has contact with the organization's documents regardless of the format of the documents (in paper or electronic).

In order to avoid any discrepancies, in all cases strict rules are respected.

Article 41

ENEMO is obliged to keep documents for the following time period:

Type of document	Storage Period
Financial statements (balance sheet, income Permanently statement .)	Permanently
Founding documents of the organization	Permanently
Audit reports	Permanently
Bank certificate of annual turnover	5 years
Bank statements	7 years
Donation contracts	7 years
Employment contracts	Permanently
Casual and temporary work contracts	7 years
Loan and lease contracts	7 years
Input and output invoice register	7 years
Opinions of the Tax Administration, Labor Inspections and other relevant institutions	3 years
Personal files of employees	Permanently
Retirement and retirement records	Permanently
Rules on quality	5 years
Strategic plans	3 years
Quality policy	5 years
SWOT analysis/PESTEL analysis	5 years
List of organization's basic resources	5 years
Incoming and outgoing mail register	5 years

TRAVEL EXPENSES - LIVING, ACCOMMODATION, FOOD

Article 42

Travel expenses such as daily allowances, accommodation and food are arranged based on the rules which regulate the compensation of expenses for employees in the public sector.

Travel expenses are reimbursed to the employee according to other rules if the grant agreement foresees them.

Article 43

Payment of expenses for employees is arranged based on the rules which regulate the compensation of expenses for employees in the public sector.

The employee is obliged, within 3 days after returning from travel, to submit an official travel order with calculated travel expenses, accompanied by the appropriate proof of the cost (receipt for the accommodation, transport ticket, local transport).

TRAVEL EXPENSES

Article 44

Employee's travel expenses are covered by ENEMO and can be by the organization's vehicle or by another means of public transport.

In cases where an organization's vehicle cannot serve its purpose, a privately-owned vehicle is used for the travel.

The rate of reimbursement of expenses, in cases when a privately-owned vehicle is used, is 25% of the current fuel price per km, including depreciation.

Travel of employees

Article 45

If an employee travels by the organization's vehicle: fuel, travel order and authorization for driving the vehicle are provided by the financial service with the approval of the Executive Director.

If a travel by the organization's vehicle or a vehicle owned by one of the employees, is for the needs of a project by the Delegation of the European Union, the financial service is obligated to secure a travel order and reimbursement of 25% of the current fuel price per kilometer, including depreciation.

The distance is expressed in kilometers and is calculated in relation to the nearest route through the site www.viamichelin.com. A printed copy of online mileage calculations should be an attachment to the travel order.

The Finance Officer pays the advance travel expenses in cash, and the Executive Director approves the payment.

Article 46

Travel of interns/occasionally hired associates/volunteers

Reimbursement of travel expenses for interns/occasionally hired associates/volunteers is done on the basis of actual costs incurred, along with a travel ticket in cash.

Article 47**Travel for participants of a seminar/conference/panel discussion organized by ENEMO**

The reimbursement of travel expenses is based on real costs and bills submitted in relation to the mileage traveled. If an agency takes over the travel expenses refund on behalf of ENEMO, it is obliged to submit a bill, as well as a list of individually paid expenses.

Different reimbursements of travel expenses are made in the manner regulated by the donation contract.

TRANSITIONAL AND FINAL PROVISIONS**Article 48**

Interpretation of this Rulebook will be given by the ENEMO Secretariat.

Article 49

Amendments and additions to this Rulebook shall be made according to the procedure and in the manner envisaged for its adoption.

Article 50

This Ordinance shall enter into force on the day of its adoption.

STRUCTURE AND ORGANISATION OF ENEMO INTERNATIONAL ELECTION OBSERVATION MISSIONS



Based on Article 16 paragraph 8 of the Constitutional Protocol, the Secretariat of the European Network of Election Monitoring Organizations ENEMO at the meeting held on 05 July 2022 adopts the

STRUCTURE AND ORGANISATION OF ENEMO INTERNATIONAL ELECTION OBSERVATION MISSIONS

Subject

Article 1

This document regulates the types, structure, organisation, methodology and deliverables of conducting ENEMO International Election Observation Missions (IEOMs).

The Goal of IEOMs

Article 2

The goal of an IEOM is to contribute towards increasing the level of transparency, freeness and fairness of the elections. This is done through monitoring and reporting on the crucial aspects of the elections by implementing the best practices and standards for international observation of elections. This is in line with ENEMO's mission, referring to the manifestation of the free will of the people to elect and the opportunity to be elected. As the cornerstone of democracy, pluralist and transparent election processes give an added value to the democratic surrounding and development of one country.

Additional objectives of an IEOM are securing and providing relevant information on the quality of the electoral process and its compliance with national legislation and international standards; raising awareness among the domestic and international community regarding the quality of the election process in the targeted country; and creating international community pressure on stakeholders, which leads toward more free and fair elections.

The presence of an international IEOM in the pre-election period, at the polling stations on E-day, as well as after closing of the polling stations creates additional space for the domestic monitors who, through well-coordinated effort, have more access to the particularities of the elections process.

ENEMO has endorsed the Declaration of Principles for International Election Observation and all ENEMO missions are conducted and implemented in compliance with the principles and standards set in this declaration.

Types of IEOMs

Article 3

ENEMO network has established rules and procedures regarding four types of IEOMs, depending on the format, scope and scale.

The types of IEOMs that ENEMO conducts are:

1. Needs Assessment Mission (NAM);
2. Election Observation Mission (EOM);
3. Limited Election Observation Missions (LEOM);
4. Expert Election Observation Mission (EEOM).

Additionally, ENEMO may conduct IEOMs under extraordinary conditions.

Duration of IEOMs

Article 4

The projected duration of an IEOM shall be 3 months. However, the duration of an IEOM depends on the availability of funds, as well as the election legislation in the targeted country.

Obligations of ENEMO member organizations during IEOMs

Article 5

Member organizations, in accordance with their capabilities and resources, are obliged to deliver basic LTO/STO training for their own observers, prior to their departure to the country in which the IEOM takes place.

The Core Team conducts the training for the LTOs, while the LTOs on the other hand deliver the training for the STOs. These trainings are comprehensive, encompassing values of ENEMO, political background, detailed job description, etc.

Member organizations shall be held responsible in case when IEOM staff members break the Code of Conduct or cannot speak any of the official languages of the IEOM.

Official language of an IEOM

Article 6

1. Members of the Core Team should have full knowledge of English. LTO teams should be able to communicate in English with the Core Team.
2. In order to expand the pool of human resources available to ENEMO IEOMs, efforts should be made by the CT to accommodate Russian-only speaking candidates. Thus, for each mission, the CT will do an analysis and, depending on the total number of LTOs and availability of Russian translators in the country, may assign a number of LTO positions available to Russian-only speaking candidates. The number of such positions will depend on the availability of sufficiently qualified Russian-only speaking candidates and also on the availability of an equal number of sufficiently qualified bilingual (Russian and English) candidates that can team-up with the Russian-only speaking LTOs.
3. Exceptions can be made in cases when a Russian-speaking LTO Coordinator is part of the Core Team. In such cases Russian-only speaking LTO teams are possible if local Russian translators are available, if required.
4. The availability of local-to-Russian and local-to-English translators shall be determined by the CEO, prior to the announcement of the IEOM to the network. CEO shall investigate the availability of local-to-Russian or local-to-English translators by contacting at least 5 local language schools and/or

universities (or as many as there are in the respective country) as well as the local ENEMO member organization or, if not applicable, an organization most familiar with the situation regarding this matter.

5. When announcing the language requirements for the members of the IEOM to the network, the CEO will provide feedback obtained from the interlocutors on this matter.
6. In case of STOs, Russian-only speaking STO teams can be formed if at least one LTO in the region speaks Russian and, if needed, Russian translators can be hired.
7. The measures aimed to facilitate inclusion of Russian-only speaking candidates in IEOMs should not be interpreted as a means to lower the minimum requirements for the positions of LTO or STO.
8. Fluency in Russian and/or English of LTO candidates has to be tested during the recruitment process in addition to testing their other qualifications, according to the Employment policy.
9. Fluency in Russian and/or English of STO candidates has to be tested during the recruitment process by the member organization, according to guidelines established by ENEMO. Organizations that fail to respect the provided guidelines will be sanctioned according to the Employment policy.

Pre-election public events and activities

Article 7

1. In order to promote ENEMO, deliver messages to the public, reach and additionally promote donors, as well as meet potential donors ENEMO shall organise various pre-election public events and activities.
2. The organization of pre-election public events and activities shall be the responsibility of the Secretariat and the CEO.
3. Pre-election public events and activities shall include:
 - Donors meeting – certain period after the elections are officially announced or additional information is received;
 - Press release or conference;
 - Publishing information on mass media and social media;
 - Different types of activities.

PART II

TYPES OF IEOMs

Needs Assessment Mission (NAM)

Article 8

A needs assessment mission (NAM) is usually deployed several months before the elections to evaluate the political, legal, institutional, technical, human rights and security environment in the country, the legal and institutional framework governing the electoral process and the capacity and needs of the various election stakeholders, in order to recommend whether or not the ENEMO should conduct an IEOM, as well as the format, scope and scale for the IEOM, if conducting of an IEOM is recommended.

Election Observation Mission (EOM)

Article 9

1. This type of mission shall consist of a full composition of the Core Team, sufficient number of LTOs to cover 100% of the territory (depending on the security situation on the ground) and all the electoral units in the country (also depending on security), as well as sufficient number of STOs to cover at least 3% of the polling stations in the country with proportional geographical and demographical distribution.
2. The Core Team shall be composed of Head of Mission, Deputy Head of Mission, Elections Analyst, Legal Analyst, Political Analyst, Media Analyst, Data Analyst, LTO Coordinator, STO coordinator (if number of STOs is higher than 150), Press Officer, Logistics Officer, Security Officer, Financial Officer and Junior Financial Officer (if the budget of the EOM exceeds 1 million EUR).
3. Certain positions within the CT can be merged or excluded, depending on the particular situation in each EOM and the provided funds.
4. Subjects to observation efforts of the EOM (Core Team+LTOs+STOs) are:
 - Election legislation;
 - Election administration (state/central election commission, DEC, PECs, etc.);
 - Conduct of the national and local media;
 - Political environment;
 - Election campaign;
 - E-day;
 - Local administration;
 - Post-E-day period (announcing of preliminary results, complaints and appeals).

Limited Election Observation Missions (LEOM)

Article 10

1. This type of mission is to be composed of Core Team (CT) and Long-Term Observers (LTO).
2. Should there be additional funds provided, the mission may also be composed of certain number of STOs.
3. The number of the members of the Core Team as well as the number of the LTOs (acting as STOs on E-day) shall depend on the number of polling stations, their location, as well as geographical characteristics of the targeted country.
4. The higher the number of the observers is, the more in-depth the observation of the election process will be.

5. The Core Team is to be composed of Head of Mission, Deputy Head of Mission, Election Analyst, Legal Analyst, Political Analyst, Media Analyst, Data Analyst, Press Officer, LTO Coordinator, Logistics Officer and Financial Officer.
6. Certain positions within the CT can be merged or excluded, depending on the particular situation in each EOM and the provided funds.
7. Regarding the above mentioned criteria, the LEOM will aim to cover the entire territory of the country for long term observation, depending on resources and security situation on the ground.
8. Subjects to observation efforts of the LEOM (Core Team + LTOs) are:
 - Election legislation;
 - Election administration (state/central election commission, DEC, PECs, etc.);
 - Conduct of the national and local media;
 - Political environment;
 - Election campaign;
 - E-day;
 - Local administration;
 - Post-E-day period (announcing of preliminary results, complaints and appeals).

Expert Election Observation Mission (EEOM)

Article 11

1. This type of mission shall be composed only of a Core Team (CT).
2. Should there be additional funds provided, the mission may also be composed of a certain number of STOs.
3. The CT shall be composed of the following positions: Head of Mission, Deputy Head of Mission, Election Analyst, Legal Analyst, Political Analyst, and Media Analyst. The actual number and composition of members of the CT depends on the particular situation in each EOM and the provided funds. If EEOM is composed also by a limited number of STOs, CT will also include a Data Analyst.
4. Regarding the above mentioned criteria, the CT members of the EEOM shall aim to cover at least two major cities besides the capital, depending on resources and security situation on the ground.
5. Subjects to observation efforts of the EEOM (Core Team) are:
 - Election legislation;
 - Election administration;
 - E-day;
 - Conduct of the national and local media;
 - Political environment;
 - Election campaign.

PART III

METHODOLOGY OF CONDUCTING IEOMs

Methodology of conducting NAM

Article 12

1. A NAM may be conducted over a period of 1-2 weeks by the CEO and can include operations, security and other experts, as required.
2. In general, a NAM will meet with election administration officials and officials from government authorities, representatives from political parties, the media, civil society organizations and any other relevant international organizations.
3. When recommending a possible IEOM, the NAM considers several criteria:
 - The existence of minimum conditions for effective, credible, and professional election observation;
 - Political pluralism in the electoral process;
 - Respect for fundamental freedoms;
 - Public confidence in the electoral process;
 - Transparency of the electoral process;
 - A pluralistic media environment;
 - Extent of follow-up to previous recommendations; and
 - The added value of a possible ENEMO IEOM.
 - The recommendation of the specific format, scope and scale of an IEOM shall be included in the NAM Report.
 - The NAM report should include a preliminary assessment of election preparations, including:
 - The pre-election environment, including the extent to which human rights and fundamental freedoms, as they relate to the upcoming election, are respected by the state;
 - The legal framework for elections, including any amendments made since the last election;
 - The composition and structure of the election administration, the status of its preparations for the election and the extent of public and political confidence in its impartiality, independence, efficiency and professionalism;
 - The level of political pluralism and whether the field of candidates and parties expected to contest the elections represents a genuine choice for voters;
 - The status of the media and their expected role in the elections;
 - The existence of effective check and balance mechanisms, such as pluralistic and independent media, access to effective legal remedies, vibrant civil society and domestic observation;
 - Any election-related concerns expressed by election stakeholders and other issues of particular relevance, such as voter registration, the candidate/party registration process, the participation of women, the participation of minorities and domestic observation;
 - The degree to which interlocutors believe that ENEMO IEOM can serve a useful purpose and add value; and
 - The overall security situation.
 - The NAM report should additionally assess logistical and other conditions in the country and shall serve to educate the design of the mission, including visa requirements for the ENEMO members, travel options, availability of translators, and costs for all the above actions. The CEO designs the IEOM, based on the provided information from the NAM Report, while considering the costs vs. the efficiency and the equal representation of ENEMO members. The NAM Report also has to consider how the resources can be used most efficiently to maximize the IEOMs outputs.
 - Based on the aforementioned, a NAM may recommend not conducting an IEOM, or conducting one of the 3 types: Election Observation Mission (EOM), Limited Election Observation Mission (LEOM), or Expert Election Observation Mission (EEOM).
 - The report recommends the number of analysts required for a specific mission, as well as the

number of long-term observers (LTOs) and STOs (depending on the type of mission) in order to ensure comprehensive election observation. When establishing the optimal number of LTOs and STOs (if any), the NAM may consider several factors. These include the type of election, the number of electoral districts involved, the size of the electorate, the country's geography, the structure of its election administration at the sub-national level, the number of polling stations, and the number of observer reports needed for a statistically relevant sample of polling stations.

- If there aren't funds for a NAM, but there are funds for an IEOM then the CEO shall prepare a desk assessment of the situation in the respective country.
- ENEMO members shall have the possibility to provide additional information for the assessment report. This additional information shall be thoroughly and comprehensively evaluated and included in the assessment report.

Methodology of conducting EOM

Article 13

1. At the very beginning of the implementation of the EOM, the CEO informs the network about it and asks the member organizations to nominate candidates for the positions within Core Team of the EOM. The Secretariat makes decision about the members of the CT except financial and logistic officer that are appointed by CEO. The candidates shall be interviewed by the Secretariat representative and the CEO.
2. The first step in a EOM is the deployment of the CT in the targeted country and the start of preparation activities for conducting the EOM.
3. The LTOs are nominated by the member organizations and are selected by the CT in close coordination with the CEO and Secretariat members. With the aim to have the best candidates on the ground, interviews with the candidates shall take place and shall be conducted by Secretariat representative, CT members and the CEO.
4. The STOs are nominated by the member organizations, too.
5. Member organizations cannot nominate a person that is blacklisted in some of previous missions.
6. The CT provides briefings and debriefings to the LTOs at the beginning of the EOM and at the end of it, regarding the elections and the political situation in the country. The LTOs are deployed in the regions of the targeted country.
7. STOs are obliged to attend the briefings and debriefings organized and conducted by the LTOs, where information on the elections and the political situation in a certain region are explained. The STOs are provided with observation kits composed of observation forms, maps of the regions, badge holders and bags.
8. The LTOs determine the number and location of the polling stations that are to be monitored by each STO team (composed of two observers), and the reporting procedures.
9. As a standard procedure, the launching of the EOM shall be announced to the public on a press conference. The key findings of the observation efforts shall be announced publicly as well.
10. All the reports produced during the mission shall be in full compliance with the international standards for election monitoring and shall be based on facts and evidence as observed by the EOM, not considering rumours and unverified information. Specially designed observation forms shall be used for reporting the findings from the observation efforts.
11. At the end of the mission, LTOs and STOs evaluate each other's work, as well as the work of the CT. Once the mission is over, the members of the CT develop a final report on the elections, which is to be approved by the CEO and Secretariat. The final report shall be published on the web page of the network and shall be distributed to all stakeholders and donors within 2 months after the E-day.

Methodology of conducting LEOM

Article 14

1. At the very beginning of the implementation of the LEOM, the CEO informs the network about it and asks the member organizations to nominate candidates for the positions within the Core Team of the LEOM. The members of the Secretariat makes decisions about the members of the CT except financial and logistic officer that are appointed by CEO. The candidates shall be interviewed by the Secretariat representative and the CEO.
2. The first step in a LEOM is the deployment of the CT in the targeted country and the start of preparation activities for conducting the LEOM.
3. The LTOs are nominated by the member organizations and are selected by the CT in close coordination with the CEO and Secretariat members. With the aim to have the best candidates on the ground, interviews with the candidates shall take place and shall be conducted by Secretariat representative, CT members and the CEO.
4. Member organizations cannot nominate a person that is blacklisted in some of previous missions.
5. The CT provides briefings and debriefings to the LTOs at the beginning of the LEOM and at the end of it, regarding the elections and the political situation in the country. The LTOs are deployed in the regions of the targeted country.
6. The LTOs determine the number and location of the polling stations that they shall monitor as an STO team for E-day, as well as the reporting procedures. The same procedure applies in the case when STOs are deployed on a particular LEOM.
7. As a standard procedure, the launching of the LEOM shall be announced to the public on a press conference. The key findings of the observation efforts shall be announced publicly as well.
8. All the reports produced during the mission shall be in full compliance with the international standards for election monitoring and shall be based on facts and evidence as observed by the LEOM, not taking into account rumours and unverified information. Specially designed observation forms shall be used for reporting the findings from the observation efforts.
9. At the end of the mission, the LTOs and the Core Team evaluate the work of each other.
10. Once the mission is over, the members of the CT develop a final report on the elections, which is to be approved by the members of the CEO and Secretariat. The final report shall be published on the web page of the network and shall be distributed to all stakeholders and donors within 2 months after the E-day.

Methodology of conducting EEOM

Article 15

1. At the very beginning of the implementation of the EEOM, the CEO informs the network about it and asks the member organizations to nominate candidates for the positions within the Core Team of the EEOM. The members of the Secretariat shall make decisions about the members of the CT. The candidates shall be interviewed by the Secretariat representative and the CEO.
2. The first step in a EEOM is the deployment of the CT in the targeted country and the start of preparation activities for conducting the EEOM.
3. The Core Team shall be deployed at least 3 weeks prior to E-day and shall stay in the country of observation at least 1 week after E-day.
4. Language: English shall be the working language of small-scale EOMs.

PART IV

IEOM DELIVERABLES

EOM Deliverables

Article 16

EOM Deliverables are:

- At least one interim report;
- At least one preliminary statement;
- Final report containing the following elements: legal framework, assessment of pre-election developments (voters' registration, submission of candidates lists, campaign, media monitoring), E-day assessment, post-election period (complaints and appeals), recommendations, as well as all other elements from the scope of election observation;
- At least 3 press conferences and press releases;
- Public events;
- Follow-up report about post-election developments.
- Medium Election Observation Missions (LEOM).

LEOM Deliverables

Article 17

LEOM deliverables are:

- At least one interim report;
- At least one preliminary statement;
- Final report containing the following elements: legal framework, assessment of pre-election developments (voters' registration, submission of candidates lists, campaign, media monitoring), post-election period (complaints and appeals), recommendations, as well as all other elements from the scope of election observation;
- At least 3 press conferences and press releases;
- Public events;
- Follow-up report about post-election developments.

EEOM Deliverables

Article 18

EEOM deliverables are:

- A report covering legislative and electoral framework, political background, and media landscape;
- At least 1 press conference and/or press release;
- Overview of the pre-election period compiled from credible domestic sources.

ANNEX

ACTIVITY	DESCRIPTION	MONTH 1				MONTH 2				MONTH 3			
		Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4
1. Announcing the ENEMO EOM to the network	Upon fundraising sufficient funds for the type of mission and completing the needs assessment report, the CEO sends announcement to the member organization on open call for nominating candidates for the designated positions within the ENEMO EOM along with the TORs. The CVs of the candidates are to be sent by the end of the designated deadline.	✓											
2. Sending nominations	CVs and preferential positions in the Core Team		✓										
3. Selection of the CT members	The selection of the CT members is done by the CEO members in consultations with ENEMO Secretariat. Prior to this one, interviews with the CT candidates are to be conducted by the CEO and representatives of the Secretariat.		✓										
4. Deployment of the Core Team	Deployment of Core Team to the targeted country in accordance with the prescribed timetable of activities.				✓								
5.	The selection of the LTOs is done by the LTO Coordinators/Core Team members in cooperation with the CEO. Prior to this one, interviews with the LTO candidates are to be conducted by LTO Coordinator, Secretariat representative and the CEO and evaluations are to be sent to the CT members.				✓								
6. Setup of the office	This encompasses a range of sub -activities which are crucial for fast and efficient setup of an operational mission headquarters. Based on the previous experiences this tended to be the most difficult part of the action.				✓	✓							
6.1. Finding appropriate office space					✓								
6.2. Establishing the channels for communication – Telephone lines, internet...					✓	✓							
6.3. Equipping the office					✓	✓							

6.4. Hiring local staff	Job descriptions for the local staff shall be provided and interviews shall be conducted.				✓	✓							
7. Drafting the Election calendar and obtaining the contact data of the relevant stakeholders	This activity is the one which sets the direction of the mission. This obtains analyses of the legislation, legal deadlines, procedures and decisions by the CEC, contacts with the institutions, political parties, civil society, and media.					✓							
8. Daily staff meetings	The aim of the daily staff meetings is to coordinate the activities, as well as to determine whether the activities are being implemented in accordance with the established Election calendar.				✓	✓	✓	✓	✓	✓	✓	✓	✓
9. Arrival of LTOs, followed by briefing, and deployment to the regions	The Core Team shall be responsible for securing all the logistics for arrival of the LTOs, their accommodation and transportation to the regions. This should be finished prior to the arrival of LTOs. A briefing shall be organized for the LTOs where the Core Team and additional guest speakers shall give an overview on all aspects of the elections, political situation, security situation, Code of conduct for international observers, protocols for communication with the headquarters during the E-day, forms for reporting, etc. Upon finishing of the briefing the LTOs shall be deployed to the respective areas of responsibility (AoRs).					✓							
10. LTO Weekly reports from their AoRs	Collecting, analyzing and assessing the information from the AoRs.					✓	✓	✓	✓	✓	✓	✓	
11.	By conducting this activity ENEMO shall officially inform the public and the relevant stakeholders on its presence in the country, revealing the type and the scope of the mission, principles of monitoring and other general information. This activity shall be conducted by relevant PR agency (where applicable) that is going to be engaged for a certain time period during the IEOM.				✓								

12.	This activity represents one of the crucial and central tasks of the Core Team. The needed information for the benefit of briefing the LTOs and their work on the field depends on this kind of activities. However, the credibility of this information shall be checked in order to secure its relevance and credibility.				✓	✓	✓	✓	✓	✓	✓	✓	✓
13.	The procedures for selection of STOs from the network and the travel itinerary of the STOs shall be dealt with by the CEO. The Core Team shall deal with the logistics on the ground, in order to secure the accreditation cards, accommodation, transport, translation etc.							✓	✓	✓			
14.	Based on the findings from the monitoring efforts before the E -Day, the IEOM shall distribute press releases or organize a press conference about the findings.				✓	✓	✓	✓	✓	✓	✓	✓	
15.	As a standard procedure within an ENEMO IEOM, the CT conducts briefing with the LTOs with the aim to exchange the experience from the past period and to determine the procedure for reporting during the E -day.								✓				
16.	During the E -day a protocol for reporting shall be applied where each team shall have a precise time to call -in and report on the findings. The specifics of this action shall be the responsibility of the Core Team. The STOs shall observe the opening procedure, voting, and closing and counting procedure on E -day. Appropriate observation forms shall be completed by the STOs and the key findings shall be reported to the LTOs, while they shall report the findings to the Core Team.									✓			
17.	During the night after the closing of the polling stations, the Core Team shall have to collect and process all the data from LTOs acting as STOs. This data shall be the basis for the Preliminary statement, along with other relevant information collected in the pre -election period. The Preliminary statement shall be prepared by the Core Team members.						✓	✓	✓	✓	✓	✓	✓

18.	The day after E -day, STOs debriefings shall be organized by the LTOs in order to obtain feedback from the ground. Furthermore, evaluation forms shall be distributed to the STOs in order to get their feedback on the level of performance and satisfaction from the work of the LTOs and the Core Team. Additionally, the LTOs shall fill evaluation forms regarding the performance of the STOs. These forms shall be developed by the CEO.										✓		
19.	LTOs shall be delivered a debriefing by the CT in order to obtain feedback from the ground. Furthermore, evaluation forms shall be distributed to the LTOs in order to obtain their feedback on the level of performance and satisfaction regarding the work of the Core Team. At the same time the CT shall fill the evaluation forms regarding the performance of the LTOs. These forms shall be developed by the CEO. After the debriefing, the LTOs departure to their home countries.											✓	
20.	Depending on the national legislation the legal deadlines shall be monitored, along with the conformity of the actions performed by the decision-making bodies/ institutions with the national legislation and international standards.									✓	✓	✓	✓
21.	The Core Team has to administer the office equipment, deal with all the payments and close the bank account.												✓
22.	The CT drafts the Final report by using all the information provided by the LTOs weekly reports, drafted interim reports and Preliminary statements [see external and internal communication policy].												✓

