



# **Outcomes and results of the ENEMO Secretariat under the chairmanship of CeMI**

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## **2017-2022 review**

ENEMO General Assembly  
26 May – 29 May 2022



## I. INTRODUCTION

This report covers the 2017-2022 period and reviews the key achievements of the Secretariat under the chairmanship of CeMI. The main areas of assessment are the following, as promised during the 2017 ENEMO General Assembly:

- » **Institutionalization and registration of ENEMO**
- » **Successful fundraising (increasing the number missions and number of countries where ENEMO observes)**
- » **Widening the programmatic area of project activities**
- » **Improved quality of ENEMO IEOM performance**
- » **Improved quality of working conditions for observers within the IEOMs**
- » **Financial and programmatic transparency**

Specific project achievements, including IEOM results and outcomes, can be found in the annual reports as well as in the respective IEOM section on the official ENEMO website (<http://www.enemo.eu/en/missions/>)

ENEMO, and in particular the 2017-2022 Secretariat, would like to acknowledge and thank the donors for their generous support.

This includes in particular NDI (National Democratic Institute) for its continued trust over the years and financial support, especially the NDI Office in Ukraine and the NDI Office in Serbia, whom we would like to thank for supporting ENEMO in its Capacity Building and Institutionalization project and Preparatory meeting to the GA, respectively.

We would also like to take this opportunity to thank NED (National Endowment for Democracy) in particular, which has also been a strong supporter of the Network, willing to take chances and explore new opportunities through its direct financial support to ENEMO IEOMs. NED is also financially supporting the 2022 GA in Montenegro.

All other donors over the years, including the EU Delegation, Embassies, and other international donors supporting ENEMO on a country-by-country basis (mentioned in detail throughout this report) have our gratitude as well.

The Secretariat would also like to thank all of the ENEMO member organizations, participants in ENEMO IEOMs, staff, partners, and supporters of the Network around the world. ENEMO stands in solidarity with all its member organizations.

## II. Institutionalization and registration of ENEMO

As one of the promises of the Secretariat under the chairmanship of CeMI, the result of legally registering ENEMO was achieved as planned in the strategic documents. This was crucial not only because it would – foreseeably – become a requirement from donors, but also in order for ENEMO to survive and ensure being a leader among international election monitoring networks.

ENEMO is now legally **registered in Montenegro in line with the Constitutional Protocol**, and fully functioning both in accordance with the CP and the national legal system of Montenegro. ENEMO registered in Montenegro has a PADOR number, and is registered as the only entity receiving direct funding from the EU and USA funds. For instance, the EU financed the 2018 ENEMO IEOM to Armenia directly, not through CeMI.

In a similar way, ENEMO obtained direct funding from NED for the 2020 IEOM to Serbia and to Montenegro, as well as for the IEOMs to Albania and to Kosovo in 2021, and to Hungary and to Serbia in 2022.

In the span of a few years, a serious track record has been built and put in action. ENEMO's organizational capacities for direct fundraising have been achieved, and no longer require a host organization.

**Institutionalization is essential for the organization to continue growing**, and to function as a stable structure which operates in full knowledge of its history, its capacities, and understands where it wants to go in the future. As we strive for continuous improvement, ENEMO needs an adequate framework to enable its growth.

For this reason, the process of revising and improving the ENEMO policies and procedures was undertaken. Updated documents were introduced for discussion at the GA Preparatory meeting in November 2021, supported by NDI Serbia (see below). A number of crucial documents need to be officially adopted, in order for ENEMO to comply with all donor requirements when it comes to internal policies to be eligible for future funding. This includes a number of changes and adoption of fundamental documents which require to be agreed upon at the General Assembly, such as:

**ENEMO Constitutional Protocol**

**ENEMO Rules of procedure of the Assembly**

**ENEMO Rulebook on financial procedures and procurement**

**ENEMO Rulebook on Employment**

**ENEMO Project database policy**

**ENEMO Policy on anti-discrimination, security and cost**

**ENEMO Monitoring and evaluation policy**

**ENEMO External communication and visibility policy**

**ENEMO Archiving policy**

Drafts of the above policies were produced during this Secretariat, with an aim to further institutionalize the Network and strengthen its capacity to fundraise and grow as an organization.

Beyond formal registration and drafting fundamental policies, ENEMO under the 2017–2022 Secretariat also took additional steps in order to institutionalize the Network. In order to further this process, **in January 2022, the Secretariat unanimously elected Zlatko Vujovic as Executive Director of ENEMO** following an open competitive selection process, in line with the Constitutional Protocol of ENEMO. This was followed by the preparations for establishing the Central Office of ENEMO, which will be based in Montenegro in line with the official registration of the organization. The Central Office now has effective staff in addition to the Executive Director, and is expected to grow in size and quantity of staff as institutionalization progresses.

Additionally, the central office organized and held a **Preparatory Meeting to the GA** in November 2021, in Montenegro, gathering representatives from ENEMO full members. The meeting included individuals which constitute the “institutional knowledge and memory” of the Network, in order to prepare documentation for the GA, present the draft policies mentioned above, discuss outstanding challenges, and perspectives for the future.

Another important step taken has been the **development of a comprehensive database-progressive web application**. Under a capacity building project supported by NDI Ukraine, ENEMO is creating this database allowing to include track records/evaluations from previous IEOMs for members engaged in the network’s missions. The database will enable ENEMO to clearly identify competent and experienced members, whether Core Team members or LTOs, evidenced through mission evaluations. This is expected to further streamline the level of professionalism across election observation missions in the future. The outcome of this database will be an increased level of professionalism and competence across ENEMO missions, limiting possible discrepancies in the overall level of performance of each mission. The web application will allow for downloading training resource packages, electronic reporting forms, and communication tools for CT and LTO communication with STOs during the missions.

Additionally under this component, ENEMO is working on integrating the database to an **entirely new designed website** to ensure its functionality. The design of the website will be modernized and greatly improved, allowing for more functionalities and better content navigation.

Not only will the database/application add technological value and professionalism to ENEMO missions, it will also greatly enhance data cohesion and processing, communication among all mission members, while being an important selling point for future fundraising towards donors. Using the progressive web application will be a comprehensive feature giving an edge to future ENEMO missions, while allowing for holistic data collection and communication.

The database’s goal in the long-run is to establish a pool of competent observers and experts which ENEMO can draw from for implementing IEOMs. This will be an especially precious resource in the case of overlapping missions which need to be held in parallel, where ENEMO has struggled in the past to find a sufficient number of observers and/or experts to cover all positions.

### III. Successful fundraising (increasing the number missions and number of countries where ENEMO observes)

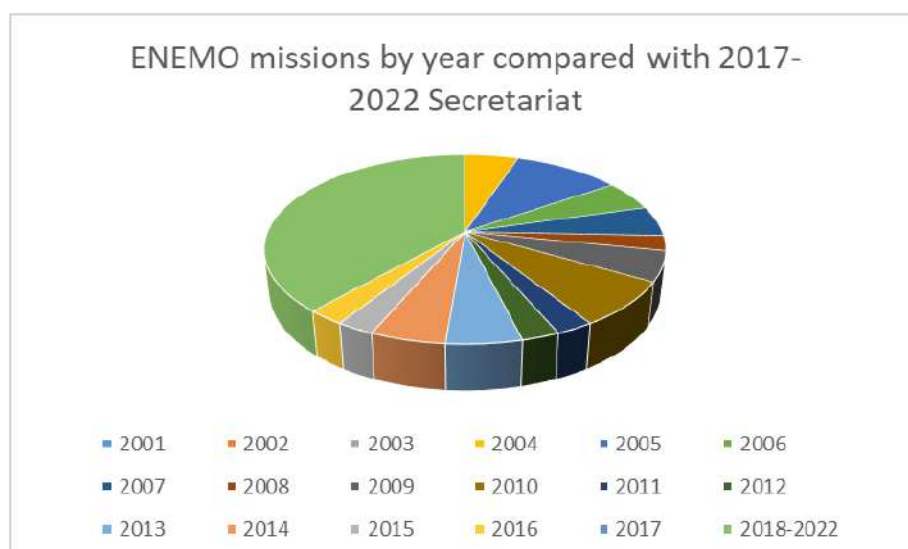
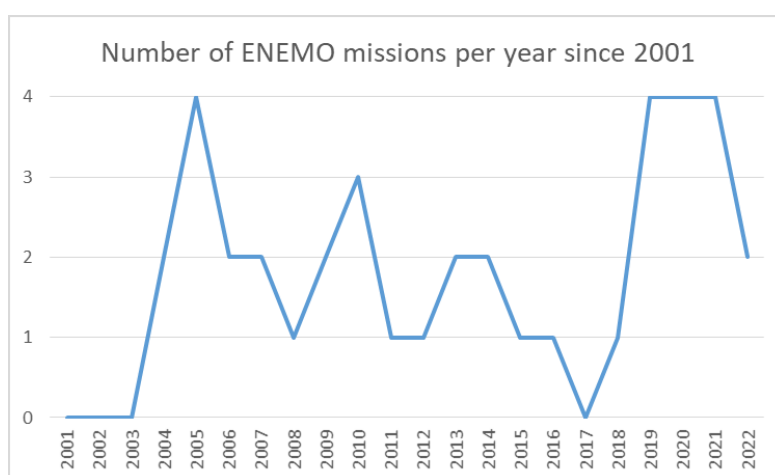
#### Increased number of missions

In total, **15 international election observation missions** were fundraised and deployed under the Secretariat chaired by CeMI over the 2017-2022 period.

This means that **nearly 40 %** (15 out of 39 missions since the creation of ENEMO = 38.5 %) of all ENEMO IEOMs were conducted under the 2017-2022 Secretariat.

Previously, the average number of missions per year was 1.4. Even excluding the first 3 years following the creation of ENEMO which did not have any missions, that average number per year would be 1.7.

Under the 2017-2022 Secretariat, **that number increased to 2.5 on average**. If we exclude the first year which was a transitional year for the Secretariat in its first year of work, **that number is in reality 3 per year on average**. Therefore the average number of missions per year under this Secretariat practically **doubled** (from 1.7 to 3).



Most importantly, the number of IEOMs was consistent for three years in a row, which demonstrates that this amount can be sustainable:

Number of missions in 2019: 4 IEOMs

Number of missions in 2020: 4 IEOMs

Number of missions in 2021: 4 IEOMs

The IEOMs during the 2017–2022 period were conducted to **9 different countries**. Also, the observation countries were diversified, with **4 new countries** with elections which hadn't been observed by ENEMO previously.

This includes one EU member state, Hungary, with a historic mission in 2022 where **ENEMO observed in the EU for the first time in its 20-year history**. The additional three are Armenia (2018), Serbia (2020, 2022), and Montenegro (2020). **ENEMO also managed to return to observing countries which it hadn't observed in nearly a decade or more**: Georgia (previous mission: 2008), Albania (previous mission: 2005), and Kosovo (previous mission: 2013).

It is important to note that this increase was possible despite the particularly challenging environment of the COVID-19 pandemic starting in 2020, which made fundraising more complex and expectations from donors more demanding in terms of health risk prevention and contingency strategies.

ENEMO would like to take the opportunity to thank its member organizations and all mission participants for their understanding and compliance with COVID-19 prevention rules in the framework of those IEOMs, and for their continued engagement and interest in ENEMO.

### Fundraising

In terms of fundraising, this represents a substantial increase in the amount of funds gathered for the implementation of IEOMs, in the amount of **7.238.480,38 USD** approximately<sup>1</sup>.

Some of those funds were fundraised directly through ENEMO while some were fundraised through the Secretary General (CeMI).

The total amount of funds fundraised through **ENEMO** was approximately **2.210.853,82 USD**<sup>2</sup>.

The total amount of funds fundraised through **CeMI** was approximately **5.027.626,56 USD**<sup>3</sup>.

<sup>1</sup> Approx. amount has been stated, because funds were received in different currencies and were calculated based on the average exchange rate for the period of receipt.

<sup>2</sup> See Annex 1.

<sup>3</sup> See Annex 2.



Additionally, **despite the challenges posed by COVID-19, ENEMO managed to fundraise and deploy 4 observation missions** which took place in 2020 at the peak of the pandemic (Serbia 2020 Parliamentary Elections, Montenegro 2020 Parliamentary Elections, Ukraine 2020 Local Elections, Moldova 2020 Presidential Elections).

These missions were made possible through: 1) the continued trust and financial support of the donors, despite the health risks, under condition that mission members were kept safe and proper contingency plans were in place to manage those risks; and 2) the strategies and mechanisms put into place by ENEMO to ensure that the Network could continue doing its work, including providing all mission members with adequate PPE (protective personal equipment) and insurance, briefing them on COVID-19 prevention rules, reimbursing PCR tests, etc. Examples of the COVID-19 risk prevention plan is included in Annex 3 of this report.



## IV. Widening the programmatic area of project activities

In addition to the number of IEOMs which generally increased, ENEMO under the 2017-2022 Secretariat led by CeMI managed to diversify its activities which were not limited to IEOMs. Although observation missions continue to be the core of ENEMO's work, the Network has been able to achieve programmatic diversification through conducting other types of project activities.

This includes for instance:

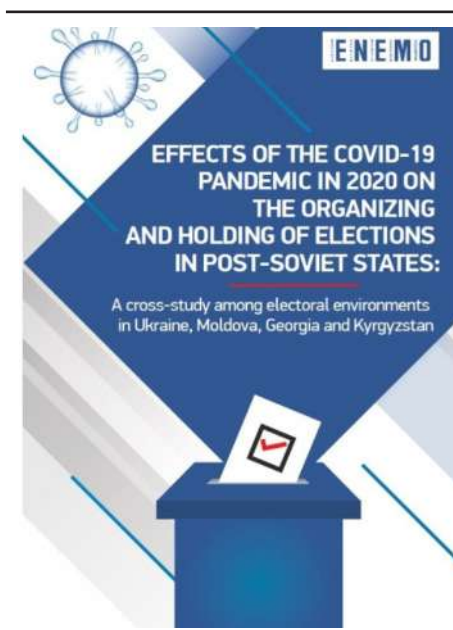
- » **Forum on Civic Election Monitoring in Post-Communist Countries in Brussels:** a Forum on civic election monitoring in Post-Communist countries was organized in Brussels on 21 March 2018 at the premises of the European Endowment for Democracy (EED) in Brussels. The Forum was financially supported by the National Endowment for Democracy (NED), and aimed to raise the profile



of ENEMO vis-à-vis the European Union and to discuss common challenges faced by domestic observers, including sustainability and shrinking space. The Forum also provided an opportunity for Supporting Democracy to introduce its Guide for Citizen Observers on Electoral Reform and to discuss how domestic observers have promoted electoral reform, increasing the impact of their work.

- » **Capacity building trainings for member organizations:** in 2019, ENEMO conducted capacity building trainings in the framework of its “Building capacities for Observation and Promoting the Integrity of Parliamentary Elections in Armenia” EU-supported project, which included an IEOM to the country but also trainings for our Armenian member organization, Transparency International Anti-Corruption Center (TIAC). The training aimed to contribute to the further development of the capacities of TIAC staff and other related participating stakeholders in relation to one of the topics of in-between election related activities and fundraising (PVT methodology, control of party financing, monitoring of the abuse of state resources and similar issues) and public relations and evidence based policy advocacy.

- » **Publication of a research paper on the effects of the COVID-19 pandemic on elections in post-soviet countries:** ENEMO published a



cross-country study (Ukraine, Georgia, Moldova and Kyrgyzstan) in May 2021, on how states and election management bodies have struggled to conduct elections and ensure the constitutional right to vote in the midst of the pandemic, while keeping voters safe and minimizing public health risks. The study also includes recommendations addressed to decision-makers in those countries and perspectives for future research on the matter. The study is available in English, as well as translated to Ukrainian, Romanian and Kyrgyz, and was financially supported by the Open Society Foundations. It was an opportunity to engage 5 experts from ENEMO member organizations in the above mentioned countries.

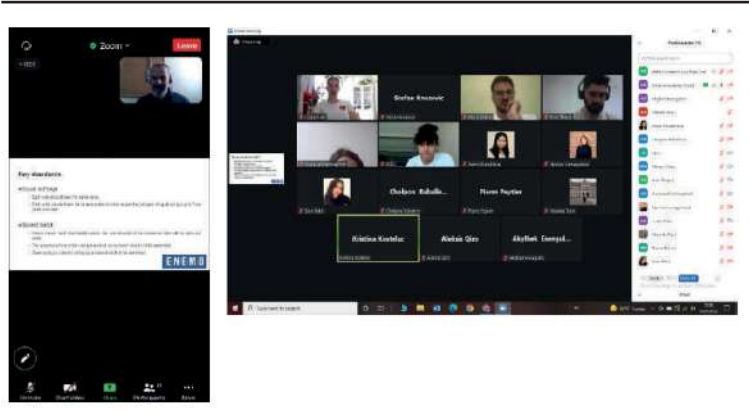
» **Handbook for CT members and LTOs:**

As a key feature of the capacity building project supported by NDI Ukraine, ENEMO is producing a professionally written Handbook for CT members and LTOs, in line with past lessons learned and the experience accumulated by ENEMO through the deployment of IEOMs in several countries. This Handbook will serve as a basis to provide extensive knowledge to CT experts and LTOs for future IEOMs, with a comprehensive initiation to ENEMO's methodology for observing elections. It is expected to greatly increase the preparedness of future CT members and LTOs. The Handbook will also help clarify the roles, tasks and obligations of all members composing the missions. It will serve as a methodological support document and as a reference setting out uniformed standards for all ENEMO missions. ENEMO is



in the process of finalizing this Handbook, with a structure and content which will reflect the following essential areas: Background information about ENEMO (goals, functioning, organizational structure, etc.); ENEMO international election observation methodology; International standards for elections, and their practical use; Areas of assessment, including guidance of the various stages of the electoral cycle (pre-election, Election-Day, post-election periods, etc.); Establishing and deploying ENEMO missions; Structure and roles within an ENEMO IEOM; Reporting; ENEMO procedures, including financial and logistical; etc.

- » **Conducting trainings for LTOs to increase their level of understanding and professionalism:** entirely new training modules specifically reflecting the content of the above mentioned Handbook for CT members/LTOs were designed by 4 ENEMO hired experts to effectively and interactively communicate the essential methodological framework. In general, this will provide for a comprehensive approach combining a theoretical medium, through the Handbook and Guidebook as support documents, and more interactive trainings on Zoom. These trainings were based on a four-day standard, using the content outlined in the Handbook, and are gathered over 60 LTO trainees in total. 4 online trainings of four-day duration were held with approximately 16 participants per group (prospective LTOs) per training, conducted by 4 trainers. Participants, for the first time, had an opportunity to undergo training based on the previously drafted Handbook. This is expected to be a significant step forward in the understanding of ENEMO's methodology, improving the quality of reporting and LTO work and, therefore, the quality of observation missions. The main goal of these training sessions is to have better educated and more knowledgeable LTOs. This will raise



the professionalism and quality of the mission to an even higher level and allow for advanced monitoring at all levels. Candidates participating in the trainings will be required to undergo a written test based on the content of the Handbook and trainings, to check their knowledge and understanding of the

Handbook and training modules. Upon successful completion of the tests, these trainings would be accompanied with a certificate of completion, certifying individuals having undergone training and read the Handbook. Trainings were held from **10 May to 16 May 2022**.

- » **Roundtable events organized by ENEMO:** following the conduct of several IEOMs, over the 2017–2022 period, ENEMO organized three post-election roundtable events gathering key international and domestic election stakeholders including representatives of the CEC, high state officials and political parties, representatives from oversight bodies, media representatives, international diplomatic corps, domestic election monitoring organizations including ENEMO member organizations in the country, etc. These roundtable events were held with great success in Ukraine (September 2019), Moldova (February 2020) and Montenegro (February 2021). The aim was for ENEMO experts to present the assessment and recommendations from the final IEOM reports from those observed countries, and to foster inclusive and meaningful dialogue to promote electoral reform. The roundtable in Montenegro 2021 was even hosted in the Parliament, with an introductory speech from the Speaker of Parliament and the presence of NDI. In addition, ENEMO experts were invited to several post-election events, including events organized by IFES (Ukraine) and the CEC (Moldova).



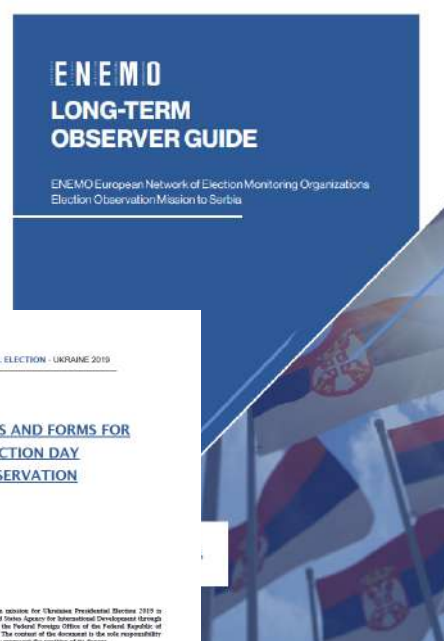
## V. Improved quality of ENEMO IEOM performance

Over the period, the general quality of election observation missions deployed by ENEMO has substantially increased. This is evidenced not only by the highly positive feedback received from donors and stakeholders in observed countries, both domestic and international, but also by a number of new additions to the missions which have helped take them to the next level:

- » **Centralized briefings of observers:** both LTO and STO observer briefing are now centralized, especially in the case of full-scale missions where funding allows. This was achieved in Ukraine (both 2019 missions, for presidential and parliamentary elections) and in Hungary (2022). These are events which highly increase the visibility of the mission, while also greeting observers at an event which is at the level of the importance of their role.



- » **Mission specific LTO/STO Guides:** ENEMO has now standardized the practice of Core Team experts delivering a mission-specific LTO Guidebook for observers of the mission. These Guidebooks include comprehensive information to provide observers with the context of the mission and general political situation in the observed country, insight on the specific challenges of the observed elections, Code of Conduct of International observers, and other key aspects of the electoral process. For the 2019 missions to Ukraine, this documentation was translated and provided in Russian language for Russian speaking observers as well, along with all forms and translation provided in the briefings.



ENEMO's international observation activities for Ukraine's Presidential Election 2019 in Ukraine are supported by the United States Agency for International Development through the National Democratic Institute, the Polish Foreign Office of the Polish Republic of Commerce and the European Union. The content of the document is the sole responsibility of ENEMO and does not necessarily represent the position of its donors.



- » **Missions have now also standardized the practice of conducting centralized mid-briefings for LTOs, as well as final LTO debriefings:** These are particularly helpful for providing additional guidance and feedback to LTOs, as well as for CT experts to gather additional information for the mission's reports.
- » **Increased number of reports and recommendations:** as demonstrated in the past 15 missions, the number of reports issued by the missions has substantially increased. In Ukraine 2019 for instance, for the observation of the 2019 presidential elections, the mission published a total of 6 reports (three interim reports, two preliminary statements, and one final report). In total, this represents over 300 recommendations issued by ENEMO IEOMs. It is also very important to note that the quality of these reports, along with recommendations in the final reports, has improved, as highlighted by stakeholders across the board, including other international observation groups (ODIHR, EU, etc.)
- » **Increased number of meetings:** when adding the number of missions conducted by the missions over the reported period, close to 10,000 meetings were conducted by CT members and LTOs of the missions (and nearly 4,000 polling stations observed when it comes to STOs). This increase has not only helped CT's gather more quality information for the missions' reports, it has also helped cement ENEMO's reputation as a reputable observation network in observed countries.



- » **Updated and streamlined templates for CT reports, LTO reports and STO E-Day reporting forms:** over the reported period, ENEMO missions under supervision of the CeMI-chaired Secretariat streamlined reporting forms for the Core Team (interim report, preliminary statements, final reports), for LTOs (weekly report templates, daily reports, spot reports, rally reports, etc.), as well as STO reporting forms for Election Day (open of polling stations, voting process, closing and counting, tabulation of results and transfer of materials, incident forms). This has helped unify the quality and reliability of reporting forms across missions, and standardize the types of questions and information gathered.
- » **Use of a mobile application for reporting of STOs:** since Ukraine 2019, ENEMO initiated the practice of using the Kobo Toolbox open source mobile application for the intake of STOs forms. Whenever funding allows, in full-scale missions,

the practice has been standardized for the mission to have a Data Analyst responsible for setting up the application, data intake and statistical analysis. This has greatly improved the efficiency, speed and reliability of data collected, and is a notable technical improvement for STOs as well.

- » **ENEMO proactively invited to observe elections by the authorities of the host country:** this was an achievement under the reported period in particular in Moldova, where for the first time for the 2020 presidential elections ENEMO was proactively invited by the CEC of Moldova to observe the upcoming elections. This shows the recognition and reputation which ENEMO has earned over the years, in particular through the implementation of successful IEOMs.

## VI. Improved quality of working conditions for observers within the IEOMs

As General Secretary, CeMI invested considerable efforts to improve the working conditions for CT members and LTOs. **The average duration of IEOMs was increased to 3–4 months** (depending on mission scale). This longer duration and the newly introduced standards allow more time to prepare **better IEOM products** (interim report, preliminary statements and final report) and provide ENEMO with **better visibility**.

While **salaries were increased generally for the missions**, additionally mission members now have daily per diems from 50 to 65 EUR depending on the country and area. This represents **an increase in real income up to 50% compared to previous IEOM conditions**<sup>4</sup>.

This was achieved with an aim to increase the level of interest and allow ENEMO to gather and recruit more competent CT members and LTOs.

Following the same logic, logistical and financial preparations for missions now begin earlier, which has helped on the following aspects:

- » **Conditions of offices for the missions have increasingly improved.**
- » **Guidebooks for LTOs/Guidelines for STOs have helped increase the level of preparedness of mission members.** This is also expected to considerably improve once the Handbook is finalized. Since the 2018 IEOM to Armenia, LTOs and later STOs receive a guide in advance with detailed instructions, as well as their per diems. The guide contains all necessary information which helps them in their work, and also contributes to transparency. These contain information about per diems, salaries of drivers, interpreters, a list of CT members, LTOs, STOs and countries of origin, etc.
- » **STOs sign in their Observer registration forms as well as their contracts in advance.**

<sup>4</sup> For instance, LTOs in Ukraine for the 2019 presidential elections received for 10 weeks x 480 EUR + 65 EUR per diem x 70 days (all gross). One day salary + per diem is 68 + 65 (for Kiev) x 0.927 (taxes were 7.3% of the gross). For one month this represents 133 x 30 days x 0.927 = 3698 EUR (net). For other regions, this was 118 per day. Previously this was 2500 (gross) plus accommodation per LTO ca. 350 EUR per LTO. Therefore the conditions in that mission were 42% better.

## VII. Financial and programmatic transparency

### Financial transparency and transparency of fundraising

In order to establish full financial transparency, ENEMO's annual financial reports and balance sheets are subjected to financial audits. The Audit report on the annual financial report and balance sheets will be available not only to member organizations, but also publicly through the ENEMO website.

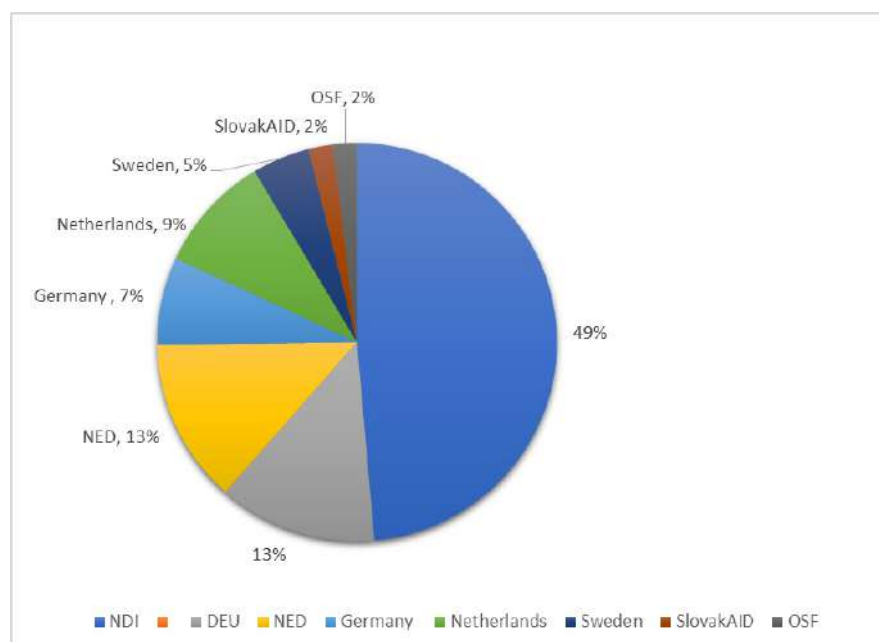
All IEOMs are subjected to an external financial audit. It is essential for the Network to have financial and programmatic transparency. Over the period, a total of 4 yearly financial audits have been conducted, and those will be discussed and reviewed during the General Assembly (Day 1).

All of the four Audit reports states the following: *Financial Statements in their materially relevant aspects, present truly and fairly the financial position of the Non-Governmental Association "ENEMO" Podgorica as of 31 December 2018, 2019, 2020, 2021 its financial performance and its cash flows for the year that ended on that day, in line with the International Financial Reporting Standards.*

However, the audit reports also states its opinion for the following: *the Association has not adopted accounting policies as specific principles and methods selected by the management of a business entity in order to present the financial position, changes in financial position and results of operations and which are in accordance with generally accepted accounting principles, International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS).*

As a result, ENEMO should amend the Policies and Procedures and adopt the stated generally accepted accounting principles, International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS).

The amounts fundraised are mentioned above in the section about fundraising (ENEMO circa 2.210.853,82 USD; CeMI circa 5.027.626,56 USD). When it comes to the donors support to ENEMO IEOMs, based on the overall amount fundraised for the period 2018-2022, below is the share of each donor:



**NDI 49%** - \$3,518,883.00 (\$2,842,826.00 through CeMI and \$676,057.00 through ENEMO)

**DEU 13%** - \$928,999.04 (\$641,106.18 through CeMI and \$287,892.86 through ENEMO)

**NED 13%** - \$965,000.00 (all through ENEMO)

**Kingdom of the Netherlands 9%** - \$688,182.39 (\$569,134.77 through CeMI and \$119,047.62 through ENEMO)

**The Federal Republic of Germany 7%** - \$516,119.98 (all through CeMI)

**Government Offices of Sweden 5%** - \$338,981.63 (all through CeMI)

**SlovakAID 2%** - \$142,857.14 (all through ENEMO)

**OSF 2%** - \$139,457.58 (\$19,999.58 through ENEMO and \$119,458.00 through CeMI)

It is important to note that CeMI introduced many new financial procedures that allow easier management of financial operations as well as mechanisms for preventing possible abuses:

- » **The first principle has been a no cash policy:** no cash policy means decreasing the total use of cash to under 1% of the project value. Therefore, cash is now an exception to be used on rare occasions and does not represent a regular way of functioning. This model was tested successfully during the 2018 ENEMO IEOM to Armenia, was strengthened during the 2019 IEOMs to Ukraine, and has been a standardized practice ever since. This is a very important step forward in terms of financial transparency, especially towards donors.
- » **Visa cards for STOs:** In order to avoid problems payments to STOs coming from authoritarian regimes (Belarus, Azerbaijan, Russia) CeMI as Secretary General provided prepaid credit cards for STOs during the EOMs to Ukraine 2019. This model had multiplier effects such as keeping the track of no cash policy and decreasing bank fees as accounts of credit cards were in Montenegro, same as accounts of the project. Estimation is that this way transaction costs were decreased up to 10 000 USD (for Ukraine 2019 - both Presidential and Parliamentary Elections).
- » **The second principle has been to simplify the system in place, by avoiding mixing financial and accounting systems.** It is very challenging to operate in the financial and accounting systems of different countries. It is complicated to have to open a bank account in the country where elections are being observed by ENEMO. It is much easier when all payments are made from one account, not from different accounts in different countries.
- » **Funds for liquidity:** ENEMO IEOMs would not have been possible without considerable efforts by CeMI to lend to ENEMO the amount of 391 000 EUR over the period from 2018 up to date, to cover all costs before donor funds were received. This was the case in several missions, where CeMI made an advance which was later covered by the funds provided from donor sources for the mission.

Besides the stated amount that CeMI lended directly to ENEMO, for the same reasons as above, CeMI also took loans from the bank in order to successfully implement the EOMs which were administratively implemented by CeMI. Those loans were possible thanks to the overdraft credit that CeMI got from the bank and according to which CeMI was allowed to use up to the 250 000 EUR.

At one point during the implementation of the EOMs, the overall indebtedness of CeMI for ENEMO EOMs was around 400 000 EUR.

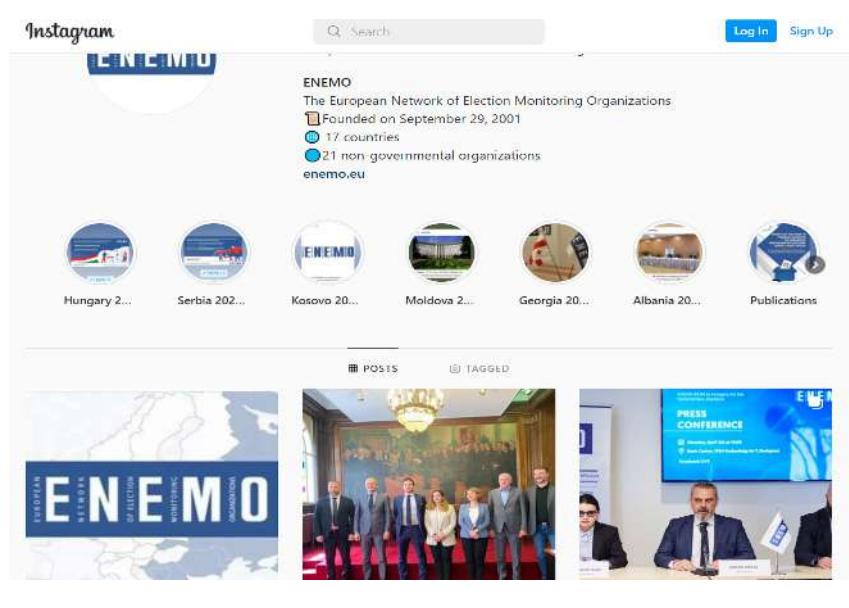


**Programmatic transparency**

**ENEMO newsletter:** ENEMO started issuing a quarterly newsletter in order to bring ENEMO’s work closer and more accessible/visible to ENEMO member organizations.



- » **Creation of an Instagram account and increasing the number of Facebook posts:** using the same logic as the previous point, the idea has been to increase the visibility of ENEMO’s work, especially during IEOMs, while attempting to engage member organizations.



- » **Evaluation:** IEOMS are subject to evaluation by observers, including the general quality of the mission but also the performance of the CT in terms of preparing observers for their tasks and responsibilities, guidance provided, organizing of

the mission, etc. Observers are also evaluated by the Core Team. The database in preparation will allow to centralize all evaluations and provide a comprehensive picture of performance.

ENEMO IEOM to: .....

**LTO Assessment of the Mission**

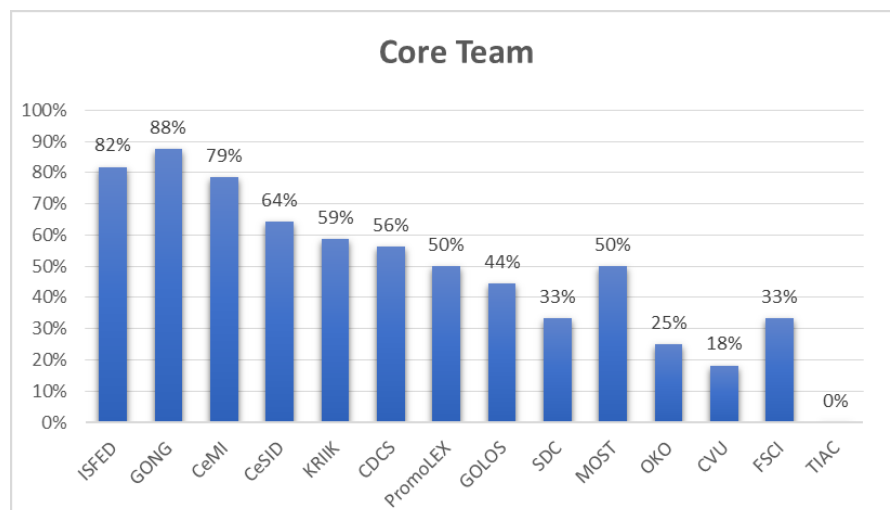
- A mark of 'excellent' may be awarded in case of a particularly outstanding performance in any aspect, and this should be explained.
- A mark of 'Good' means that the particular tasks or aspect of the mission was generally acceptable and helpful.
- A mark of 'Inadequate' means that there was a minor, but important, problem or shortcoming, and this must be explained.
- A mark of 'Poor' means there was a more substantive lapse or failure, and this must be explained.

	Excellent	Good	Inadequate	Poor	Comment
The information provided in the LTO Guide was					
The organisation and information for the LTO briefing was					
The methodological guidance provided for the work of LTOs was					
The reporting system for LTOs (weekly, spot, campaign, etc) was					
The Daily Briefs were					
Information provided to LTOs during the mission by CT Analysts was					
The support of the LTO Coordinator throughout the mission was					
The logistical and financial arrangements during the mission were					
Your overall rating of the mission experience was					

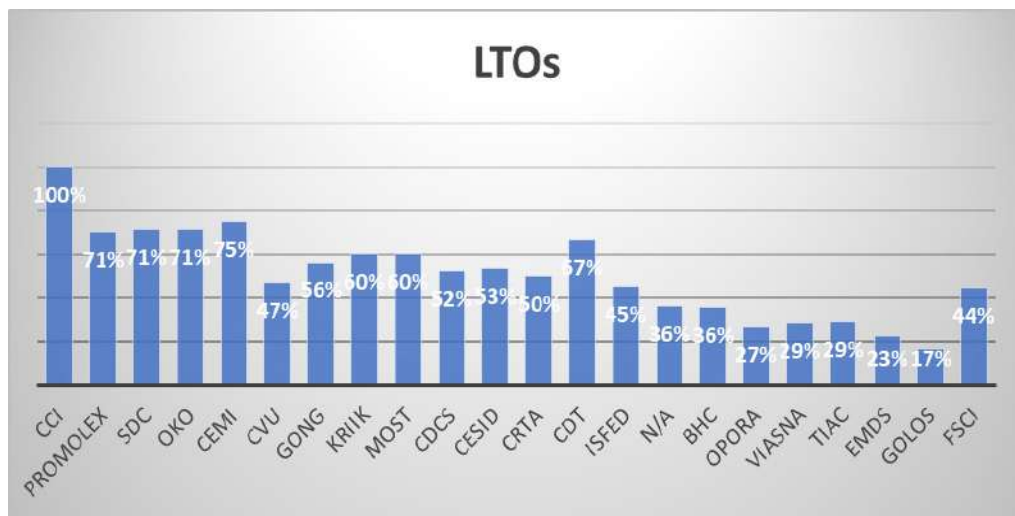
Any other comments:

**Participation in IEOMs:** one of the main challenges which subsists in ENEMO is the lack of capacity to find a sufficient number of mission participants (whether at the CT, LTO, or STO level depending on the mission). This is especially true in cases where two or more missions are held simultaneously in different countries. Therefore the issue with selecting mission members is not a lack of transparency or high-quality competitiveness, but rather a lack of capacities when there are two or more parallel IEOMs. This problem can occur in particular where many different national elections are also being held at the same time, where colleagues cannot participate in an ENEMO IEOM due to elections being held in their own countries. Another other problem is the lack of candidates for CT members and LTOs with a good command of English language and a high level of expertise. Nevertheless, in order to increase transparency on the selection process, the Secretariat is publishing the statistics and lists below to illustrate the opportunities which member organizations had and selection outcomes:

The chart below illustrates how successful **Core Team candidates** were per each organization:



This chart illustrates how successful **LTO candidates** were per each organization<sup>5</sup>:



Below are the tables which show these statistics with a breakdown of the exact numbers of received applications by organization and the selected CT members and LTOs:

<u>Core Team</u>				<u>LTOs</u>			
<b>Organization</b>	<b>Overall score Core Team</b>	<b>Selected observers</b>	<b>Received applications</b>	<b>Organization</b>	<b>Overall score LTOs</b>	<b>Selected observers</b>	<b>Received applications</b>
GONG	88%	7	8	CCI	100%	2	2
ISFED	82%	9	11	CeMI	75%	24	32
CeMI	79%	22	28	SDC	71%	15	21
CeSID	64%	9	14	OKO	71%	10	14
KRIIK	59%	10	17	PromoLEX	71%	12	17
CDCS	56%	9	16	CDT	67%	2	3
PromoLEX	50%	4	8	KRIIK	60%	12	20
MOST	50%	2	4	MOST	60%	3	5
GOLOS	44%	8	18	GONG	56%	18	32
SDC	33%	2	6	CeSID	53%	16	30
FSCI	33%	1	3	CDCS	52%	11	21
OKO	25%	4	16	CRTA	50%	3	6
CVU	18%	2	11	CVU	47%	8	17
TIAC	0%	0	2	ISFED	45%	18	40
				FSCI	44%	4	9
				N/A	36%	20	55
				BHC	36%	10	28
				TIAC	29%	9	31
				VIASNA	29%	2	7
				OPORA	27%	4	15
				EMDS	23%	7	31
				GOLOS	17%	4	24*

\*The percentage is low because GOLOS submitted 15 of those 24 LTO applications for EOM to Ukraine 2019, which could not be considered due to the prohibition for Russian observers to enter Ukraine in that period.

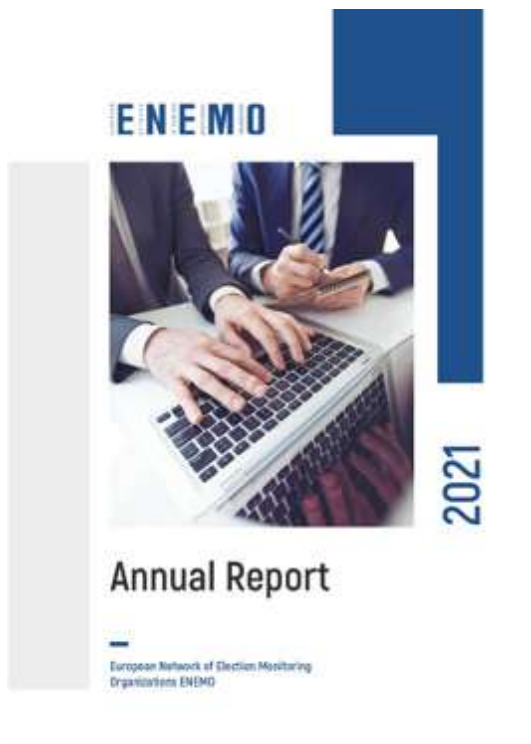
5 Please note that the above charts also show the success of the organizations which nominated LTOs once or twice and were selected through the process (for example, CCI with a 100% success).

- » **List of observers in IEOMs:** ENEMO for the first time has established decent and standardized electronic and printed versions of LTO and STO guidebooks. In the guidebooks, all members of the Core Team, LTO and STOs are listed including information about member organizations which STOs belong to. Additionally, information about IEOM members are listed in the Final report. This has become standard practice in all missions.

### Annex 1. ENEMO observers

Short-term observers		
Name	Country	ENEMO member organization
Ivan Vukcevic	Montenegro	CeMI
Milica Zrnovic	Montenegro	CeMI
Vladimir Simonovic	Montenegro	CeMI
Marija Mitrovic	Montenegro	CeMI
Zarija Vujosevic	Montenegro	CeMI
Radojko Savić	Serbia	CeSID
Ljiljana Bjelicic	Serbia	CeSID
Anka Popović	Serbia	CeSID
Cholpon Babaliev	Kyrgyzstan	CDCS
Erik Iriskutbekov	Kyrgyzstan	CDCS
Nevena Nikolić	Serbia	CRTA
Aleksandra Pašić	Serbia	CRTA
Igor Stojilović	Serbia	CRTA
Marko Nikolić	Serbia	CRTA

- » **Electronic database of experts and observers.** ENEMO is in the process of finalizing an online electronic database (mentioned above) which will contain all necessary data about observers (CT, LTOs and STOs), suppliers (interpreters, drivers, experts, companies – private and legal entities) that were engaged by ENEMO including their history of engagement as well as their evaluation scores. This will allow for the creation of a pool of experts and observers, with track records and evaluations which are expected to help the missions in the selection process and will increase transparency in the selection of experts and observers.
- » **ENEMO Annual reports.** ENEMO has issued annual reports for each of the programmatic years (starting from 2018), with an aim to show to stakeholders, including member organizations and donors, the extent and quality of ENEMO's work. The idea is to use the annual report as a strong tool for fundraising. These annual reports also contain information regarding the finances of ENEMO and results achieved over the year. They additionally contribute to programmatic transparency and informing member organizations about activities of the Network. These are available to consult and contain more detailed information about IEOM implementation and outputs.



# Annex 1. Funds fundraised through ENEMO

PROJECT	Name of the Awarding Organization	Award Number	Activity Title	Period of Performance	Mission scale	Award Amount	EUR awarded	Total approx. EUR per project	USD per donor	Total approx. USD per project
<b>ENEMO International Observation Mission for the Parliamentary Elections in Republic of Armenia</b>	EU Delegation to the Republic of Armenia	NEAR-TS 2018/401-179	ENEMO International Observation Mission for the Parliamentary Elections in Republic of Armenia	November 1st 2018- April 30th 2019	Full scale EOM - 6 CT members, 8 LTOs, 60 STOs	€ 212,640.00	€ 212,640.00	€ 312,639.68	\$ 213,142.86	\$ 372,190.10
	Dutch Embassy to Armenia	BPZ-400002276	ENEMO International Observation Mission for the Parliamentary Elections in Republic of Armenia	November 15th 2018 - May 15th 2019		€ 99,999.68	€ 99,999.68		\$ 119,047.24	
<b>ENEMO International Observation Mission for the Parliamentary Elections in Serbia and Parliamentary Elections in Montenegro 2020</b>	National Endowment for Democracy (NED)	2020-0903	Strengthening the Integrity of the Electoral Processes	June 1st 2020- January 31st 2021	Serbia - Limited scale EOM (5 CT members); Montenegro - Full scale EOM (7 CT members, 8 LTOs, 38 STOs)	\$ 215,000.00	€ 281,824.00	€ 302,364.02	\$ 215,000.00	\$ 460,635.00
	National Democratic Institute (NDI)	20-19028-NINT-D-1849	International Observation of the 2020 Parliamentary Elections in Montenegro	June 15th 2020 - July 31st 2020		\$ 35,028.00	€ 28,547.82		\$ 35,028.00	
	National Democratic Institute (NDI)	20-20048-NINT-D-1859	ENEMO International Observation Mission to the 30 August 2020 Parliamentary Elections in Montenegro	August 1st 2020- February 15th 2021		\$ 45,030.00	€ 36,699.46		\$ 45,030.00	
	National Democratic Institute (NDI)	20-20238-NINT-D-1848	ENEMO International Observation Mission to the 30 August 2020 Parliamentary Elections in Montenegro	July 1st 2020- December 31st 2020		\$ 165,597.00	€ 135,290.75		\$ 165,597.00	
<b>ENEMO International Observation Mission for the Parliamentary Elections in Albania and Local Elections in Kosovo 2021</b>	National Endowment for Democracy (NED)	2021-11441	Strengthening the Integrity of the Electoral Processes	April 1st 2021 - March 31st 2022	Albania - Limited scale EOM (4 CT members); Kosovo - Limited scale EOM (6 CT members)	\$ 225,000.00	€ 289,000.00	€ 189,000.00	\$ 225,000.00	\$ 225,000.00
<b>ENEMO International Observation Mission for the Local Elections in Georgia 2021</b>	Slovak Agency for International Development Cooperation (SAIDC)	SAMIS/2021/FP/01/GE	Support of the International Election Observation Mission during the Local Elections in Georgia	September 8th 2021- December 31st 2021	7 CT members, 20 STOs	€ 120,000.00	€ 120,000.00	€ 120,000.00	\$ 142,857.14	\$ 142,857.14
<b>ENEMO International Observation Mission for the Parliamentary Elections in Hungary 2022</b>	National Democratic Institute (NDI)	22-222-52A-NCS.D-2212	ENEMO International Observation Mission for the Parliamentary Elections in Hungary	March 15th- September 15th	Full scale EOM - 9 CT members, 10 LTOs, 200 STOs	\$ 350,000.00	€ 311,500.00	€ 505,520.00	\$ 350,000.00	\$ 568,000.00
	National Endowment for Democracy (NED)	2022-0211	ENEMO International Observation Mission for the Parliamentary Elections in Hungary	February 1st - July 31st		\$ 218,000.00	€ 194,020.00		\$ 218,000.00	
<b>ENEMO International Observation Mission for the Early Parliamentary and Presidential Elections in Serbia 2022</b>	National Endowment for Democracy (NED)	2022-0128	ENEMO International Observation Mission for the Early Parliamentary and Presidential Elections in Serbia	February 1st - July 31st	Medium scale EOM - 6 CT members, 20 LTOs	\$ 218,000.00	€ 194,020.00	€ 194,020.00	\$ 218,000.00	\$ 218,000.00
<b>Building Capacities for Observation and Promoting the Integrity of Parliamentary Elections in Armenia</b>	EU Delegation (Through TIAC)		Building Capacities for Observation and Promoting the Integrity of Parliamentary Elections in Armenia	January 15th 2019- November 30th 2019	N/A	€ 29,190.00	€ 29,190.00	€ 29,190.00	\$ 34,750.00	\$ 34,750.00
<b>Effects of the COVID 19 pandemic on organizing and holding of Elections in post-soviet countries: A cross study between Ukraine, Georgia, Moldova and Kyrgyzstan</b>	Open Society Foundation (OSF)	#00543567.0	Effects of the COVID 19 pandemic on organizing and holding of Elections in post-soviet countries: A cross study between Ukraine, Georgia, Moldova and Kyrgyzstan	November 1st 2020 - February 5th 2021	N/A	\$ 19,999.58	€ 16,479.50	€ 16,479.50	\$ 19,999.58	\$ 19,999.58
<b>Strengthening Independent Election Monitoring</b>	National Endowment for Democracy (NED)	2018-0855	Strengthening Independent Election Monitoring	July 1st 2018 - June 30th 2019	N/A	\$ 89,000.00	€ 78,254.00	€ 78,254.00	\$ 89,000.00	\$ 89,000.00
<b>Building capacity of ENEMO Core Team Members and Long-Term Observers</b>	National Democratic Institute (NDI)	21-16500-UKR-D-2051	Building capacity of ENEMO Core Team Members and Long-Term Observers	June 17th 2021 - January 17th 2022	N/A	\$ 80,402.00	€ 67,537.66	€ 67,537.66	\$ 80,402.00	\$ 80,402.00

## Annex 2. Funds fundraised through CeMI

PROJECT	Name of the Awarding Organization	Award Number	Activity Title	Period of Performance	Mission scale	Award Amount	EUR per donor	Approx. Total EUR per project	Approx. USD per donor	Approx. Total USD per project
<b>International Observation Mission for the 2019 Presidential and Early Parliamentary Election in Ukraine</b>	Delegation to the European Union to Ukraine	NEAR-TS/2019/404-845	International Observation of the Presidential Elections in Ukraine	January 23rd 2019 - July 22nd 2019	Full scale EOMs - Presidential Elections (10 CT members, 48 LTOs, 158 STOs); Parliamentary Elections (12 CT members, 40 LTOs, 76 STOs)	€ 299,999.00	€ 299,999.00	€ 2,356,137.04	\$ 357,141.67	\$ 2,884,034.07
	National Democratic Institute (NDI)	19-10500-UKR-0-1629	International Observation of the Presidential and Parliamentary Elections in Ukraine	November 1st 2018 - December 31st 2019		\$ 1,840,101.00	€ 1,479,233.26		\$ 1,840,101.00	
	The Federal Republic of Germany	N/A	International Observation of Presidential and Parliamentary Elections in Ukraine	January 1st 2019 - December 31st 2019		€ 433,540.78	€ 433,540.78		\$ 516,119.98	
	Kingdom of the Netherlands	400002871	International Observation Mission for the Early Parliamentary Elections in Ukraine	July 1st 2019 - November 1st 2019		€ 143,364.00	€ 143,364.00		\$ 170,671.43	
<b>International Observation of the Local Elections in the Republic of Moldova 2019</b>	Delegation of the European Union to Moldova	ENI/2019/410-458	International Observation of the Local Elections in the Republic of Moldova 2019	September 20th 2019 - March 19th 2020	Medium scale EOM - 5 CT members, 8 LTOs	€ 59,395.70	€ 59,395.70	€ 208,235.09	\$ 70,708.17	\$ 247,898.92
	Government Offices of Sweden	UD2019/1420/IC	Observing the 2019 Local Elections in the Republic of Moldova	September 7th 2019 - December 31st 2019		SEK 1,000,000.00	€ 93,768.39		\$ 111,655.85	
	Kingdom of the Netherlands	BKR-15-4F-04	Observing the 2019 Local Elections in the Republic of Moldova	October 20th 2019 - December 31st 2019		€ 55,051.00	€ 55,051.00		\$ 65,536.90	
<b>International Observation Mission for the 2019 Parliamentary Elections in the Republic of Moldova</b>	EU Delegation to the Republic of Moldova	ENI/2018/404-119	International Observation of the Parliamentary Elections in the Republic of Moldova	December 22 2018 - August 21st 2019	Medium scale EOM - 8 CT members, 10 LTOs	€ 59,577.00	€ 59,577.00	€ 342,823.43	\$ 70,925.00	\$ 402,390.29
	Kingdom of the Netherlands	BKR-18-AF-03/400001826	Observing the Parliamentary Elections in the Republic of Moldova	September 1st 2018 - May 1st 2019		€ 99,939.00	€ 99,939.00		\$ 118,975.00	
	Government Offices of Sweden	UD2018/08413/IC	Observing the 2019 Parliamentary Elections in the Republic of Moldova	May 20th 2018 - December 31st 2018		SEK 1,000,000.00	€ 94,507.89		\$ 112,509.39	
	National Democratic Institute (NDI)	19-18038-MOL-D-1618	International Observation Mission for the 2019 Parliamentary Elections in the Republic of Moldova	November 1st 2018 - February 28th 2019		\$ 99,981.00	€ 88,799.54		\$ 99,981.00	
<b>International Observation Mission for the 2020 Presidential Elections in the Republic of Moldova</b>	EU Delegation to the Republic of Moldova	ENI/2020/417-468	International Observation of the 2020 Presidential Elections in the Republic of Moldova	July 22nd 2020 - March 21st 2021	Full scale EOM - 8 CT members, 8 LTOs, 61 STOs	€ 59,695.81	€ 59,695.81	€ 346,755.52	\$ 71,066.44	\$ 412,804.19
	Kingdom of the Netherlands	4000003981/BKR-20-MATRA-02	Observing the 2020 Presidential Elections in the Republic of Moldova	July 1st 2020 - February 28th 2021		€ 90,066.78	€ 90,066.78		\$ 107,222.36	
	Government Offices of Sweden	UD2020/06929/IC	Observing the 2020 Presidential Elections in the Republic of Moldova	May 28th 2020 - December 31st 2020		SEK 1,000,000.00	€ 96,448.29		\$ 114,819.39	
	National Democratic Institute (NDI)	21-20033-MOL-D-1906	International Observation Mission for the 2020 Presidential Elections in the Republic of Moldova	October 1st 2020 - February 28th 2021		\$ 119,696.00	€ 100,544.64		\$ 119,696.00	
<b>International Observation Mission for the Local Elections in Ukraine 2020</b>	National Democratic Institute (NDI)	20-10500-UKR-0-1823	International Observation Mission for the Local Elections in Ukraine 2020	April 1st 2020 - December 31st 2020	Medium scale EOM - 9 CT members, 48 LTOs	\$ 649,793.00	€ 339,328.19	€ 539,328.19	\$ 649,793.00	\$ 649,793.00
<b>International Observation of the Parliamentary Election to Moldova 2021</b>	Kingdom of the Netherlands	400004899/BKR-21-MATRA-01	Observing the 2021 Early Parliamentary Elections in the Republic of Moldova	May 20th 2021 - December 31st 2021	Medium scale EOM - 8 CT members, 10 LTOs	€ 89,632.43	€ 89,632.43	€ 261,448.31	\$ 106,729.08	\$ 311,247.99
	EU Delegation to the Republic of Moldova	2021/425-263	International Observation of the 2021 Early Parliamentary Elections in the Republic of Moldova	June 1st 2021 - January 31st 2022		€ 99,861.68	€ 99,861.68		\$ 71,263.90	
	National Democratic Institute (NDI)	21-10505-MOL-D-2052	International Observation of the Parliamentary Election to Moldova 2021	June 15th 2021 - November 15th 2021		\$ 133,255.00	€ 111,934.20		\$ 133,255.00	
<b>International Observation of the Parliamentary Elections to Hungary 2022</b>	Other donors	OR2022-94592	International Observation of the Parliamentary Elections to Hungary 2022	February 15th 2022 - August 15th 2022	Full scale EOM - 9 CT members, 10 LTOs, 200 STOs	\$ 119,458.00	€ 106,123.04	€ 105,123.04	\$ 119,458.00	\$ 119,458.00

## Annex 3. Illustration of COVID-19 risk mitigation plan

Risk	Expected consequences for the mission	Mitigation strategy
<b>ENEMO member organizations struggling to send observers (STOs)</b>		
Travel impossible from some countries where ENEMO has member organizations	<b>If unaddressed, may result in an insufficient number of STOs</b>	Wider list of reserve STO candidates from each country and possibly two or three different priority reserve lists.
Travel is not restricted, but member organization cannot find enough individuals to nominate as STOs (due to COVID-19 or other reasons)	<b>If unaddressed, may result in an insufficient number of STOs</b>	Using the reserve list of STOs (as a priority, from neighboring countries).
<b>Short-Term Observer (late) cancellations</b>		
STO unable to come from a given country, but notifies ENEMO in advance (one to two weeks before deployment)	<b>Would result in the need to replace an STO candidate in advance</b>	Replace the STO from one of the reserve lists. ENEMO will consider replacing STOs from neighboring countries from the reserve list.
STO unable to come from a given country, but notifies ENEMO late (less than one week before deployment)	<b>Would result in the need to replace an STO candidate urgently</b>	Replacing the STO from the priority reserve list (STOs ready and on hold from the reserve list).
<b>CT member or observer COVID-19 infections</b>		
CT infected during the mission, with mild symptoms but requiring testing and self-isolation if positive	<b>CT unable to perform his/her tasks. CT would need to remain in self-quarantine for 14 days and could infect his/her CT colleagues and assistants</b>	Reorganize tasks within the CT throughout the self-isolation period of the infected CT member. Infected CT member will go into self-isolation. All other CT members will all be tested, and office disinfected according to measures in place. All negative-tested CT members may return to office.
CT infected during the mission, with acute symptoms requiring hospitalization	<b>CT's health at high risk, hospitalization, no extraction possible from the country, risk of infecting other CT members and assistants</b>	Infected CT member will go into self-isolation. All other CT members will all be tested, and office disinfected according to measures in place. All negative-tested CT members may return to office.
LTOs infected before the mission	<b>LTOs could infect their LTO partner, other LTOs or other members of the mission (additionally, assistant, driver, etc.)</b>	Anti-bodies test (and PCR test where available) as a prerequisite for LTOs to join the mission.



LTO infected during the mission	<b>If symptoms show infection during the mission or required hospitalization, LTO health would be at high risk and he/she could be forbidden from leaving the country.</b>	Self-isolation of infected LTO; testing of LTO partner; making sure all LTOs have quality insurance that would cover these costs.
<b>Postponing of elections</b>		
Elections are postponed for one to two weeks	<b>Activities are delayed by 1 or 2 weeks, requiring to extend deployment period and costs accordingly</b>	Reallocate the budget and request if possible additional funding from the donors.
Elections are postponed for one month or more	<b>Scenario 1: Activities are delayed/stopped by 1 month, requiring to extend deployment period and costs accordingly</b> <b>Scenario 2: The mission is stopped for more than one month and could require redeployment at a later date if costs to stay in country higher than redeployment</b>	Consider the CT members leaving and returning prior to E-Day, in accordance with the date of the elections.  If elections are postponed up to one month: CT members physically deployed return home and arrive in the country one or two weeks before E-Day.
Elections are postponed indefinitely	<b>Mission could stop indefinitely and could require redeployment at a later date</b>	Extraction of CT members until election date is rescheduled.

**Specific COVID-19 prevention measures for CT members deployed (office measures, developed in accordance with NDI guidance and consultation):**

Risk description	ENEMO mitigation strategy
COVID-19 spreads primarily through respiratory droplets or contact with contaminated surfaces. Exposure can occur at the workplace, while travelling to work, during work-related travel to an area with local community transmission, as well as on the way to and from the workplace.	<ul style="list-style-type: none"> <li>» At least one disinfectant dispenser per room in the office and in the restroom area(s).</li> <li>» Staff responsible for sanitizing the workspace upon arrival to and departure from the office.</li> <li>» Clean desk policy: ENEMO staff members are responsible for disinfecting their own desk, keyboard, and telephone.</li> <li>» Regular ventilation to keep air in the office fresh and clean. Increased ventilation rate through natural aeration or artificial ventilation, preferably without re-circulation of the air.</li> <li>» Mandatory use of masks at all times in the office.</li> <li>» Replacing high-touch communal items, such as coffee pots and bulk snacks, with alternatives such as pre-packaged, single-serving items. No fridge access.</li> <li>» Staff instructed to bring their own water to minimize use and touching of kitchen sink, bathroom sink and avoiding use of a water dispenser.</li> <li>» All staff meetings with LTOs, coordination meetings, briefings/debriefings, and whenever possible/necessary meetings with stakeholders done <b>online</b>.</li> </ul>

<p>COVID-19 risks of infection multiply exponentially when holding meetings/events in person outside the workplace. This can occur due to physical contact with other individuals or contaminated surfaces/objects, especially when several individuals are involved in the meetings.</p>	<ul style="list-style-type: none"> <li>» <b>Remote meetings/events using technologies such as Google Meet or Zoom if necessary.</b></li> <li>» CT members on the ground in Sarajevo <b>will minimize conducting meetings in person</b>, unless it is difficult to meet remotely. Permission for meeting physically should be <b>explicitly requested</b> to the Head/Deputy Head of Mission. All CT members meeting physically with stakeholders will be required to wear facial masks at all times and keep social distances.</li> <li>» Grounds for granting exceptions would include: stakeholders facing repeated technical difficulties to connect online for the purposes of web meetings (for instance, corporate firewall blocking use of conferencing software); stakeholders lacking the appropriate equipment to meet online; refusal of stakeholders to meet online due to fear of being recorded or for fear of online security breach, or other reasons; repeated failed attempts due to poor audio conferencing quality which compromised exchanges during the attempted online meeting.</li> </ul>
<p>The risk of exposure to COVID-19 in the workplace depends on the likelihood of coming within 1 meter of others, in having frequent physical contact with people who may be infected with COVID-19, and through contact with contaminated surfaces and objects.</p>	<ul style="list-style-type: none"> <li>» Mandatory physical distancing of 2 meters (6.5 feet) between all staff members at all times.</li> <li>» Modifying or adjusting seats, furniture, and workstations to maintain physical distancing in compliance with the provision above.</li> <li>» Restricting movement throughout the office to a minimum, limited physical interaction.</li> <li>» Intensified e-meetings and teleworking.</li> <li>» Limited to one person per room in the office, with exception of necessary meeting (in which the physical distancing policy above should be strictly respected).</li> <li>» Using tape marks or colored tape (or other visual cue) on the floor in each room between the entrance and the workstation, placed 2 meters apart, to show where to stand and respect the distancing provision.</li> <li>» Meetings with partners may occur in a conference room, but only respecting physical distancing (allowing 2 meters between attendees) permitting no more than a maximum of 6 people at a time.</li> </ul>
<p>Despite the measures above to be implemented, the of Covid-19 infection outside or inside the office cannot be reduced to absolute zero.</p>	<ul style="list-style-type: none"> <li>» In case of minor to moderate increase in the number of epidemic cases nation-wide, consideration would be given to decreasing the number of staff allowed in the office by 50% (in rotation).</li> <li>» In case of moderate to high increase in the number of cases nation-wide of the epidemic: work from the office would be avoided on days which do not require physical presence (weekends and days where coordinated remote work is possible). Only 2 or 3 days per week in office. Remote work would be further prioritized as soon as signs indicate epidemiological increase.</li> <li>» In case of high increase<sup>6</sup>: full remote work in self-isolation.</li> <li>» Work travel by taxi allowed only with approval from Head of Mission/Deputy Head of Mission.</li> <li>» Living conditions: CT members deployed would rent apartments within reasonable walking distance of the office (to avoid public transports or taxi)</li> <li>» In case of early suspicion or symptoms, immediate testing and, if positive, self-isolation for minimum 14 days mandatory.</li> </ul>

<sup>6</sup> “Minor”, “moderate”, “high”: to be monitored closely using national health statistics in the observed country, and determined in close coordination with the donors of the project.

<p>Positive test or infection of a staff member requiring hospitalization or emergency extraction</p>	<ul style="list-style-type: none"> <li>» National staff: public health system of the country covers Covid-19 hospitalization in principle (for nationals). Remote work after infectious period for a minimum period of 14 days following hospitalization.</li> <li>» International staff in country: private insurances subscribed by ENEMO for CT members physically deployed in the capital. Depending on health complications, extraction to home-country after period of infection if necessary/possible, remote work for a minimum period of 14 days following hospitalization in the country.</li> </ul>
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