



CEC

ELECTION ADMINISTRATION
OF GEORGIA

ELECTION
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OF GEORGIA

ELECTION
INTEGRITY
MANAGEMENT
PLAN

MAY

2016



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I. INTRODUCTION

A. CEC COMMITMENT STATEMENT TO MANAGING ELECTORAL INTEGRITY RISKS

Election integrity is the responsibility of all electoral stakeholders including the Election Administration (EA), other state bodies tasked with supporting the electoral process, policymakers and legislators, political parties, candidates, civil society engaged in the electoral process, media, and voters as well as the international community supporting the development of electoral democracy in Georgia.

Concerning those election integrity matters that are within the mandate and competence of the Central Election Commission (CEC) of Georgia, the CEC is committed to actively managing the integrity of democratic elections in the country according to the approach and methods described in the Election Integrity Management Plan (EIMP).

The CEC's institutional commitment to electoral integrity is captured in the following statement:

Effective electoral integrity management is central to the sustainability of democratic elections in Georgia.

A strategic goal of the CEC is to institutionalize sound management practices at all levels of EA. Specifically, the CEC will pursue this institutional goal by:

- Recognizing that the management of electoral integrity risk must permeate the institutional culture of EA in Georgia and every aspect of its work;
- Regularly assessing electoral integrity vulnerabilities and the adequacy of existing risk mitigation, strategies and measures;
- Planning to detect, deter, and mitigate risk;
- Promoting electoral integrity awareness within the EA and among electoral stakeholders;
- Establishing a tradition of working with other electoral stakeholders to uphold their responsibilities for electoral integrity.

B. RELEVANT PROVISIONS OF THE STRATEGIC PLAN

In support of this commitment, the CEC has incorporated the priorities directly and indirectly related to election integrity throughout its Strategic Plan (2015-2019) and in particular:

1. Institutional Strengthening

Goal #1: Ensure effective EMB management

Objective #6: Improved risk management system

Activity #1: Develop and establish organizational risk management procedures

Activity #2: Develop and establish regular system for monitoring risk management.

2. Electoral Environment

Goal #2: Ensure electoral integrity

Objective #1: Integrity of electoral processes strengthened

Activity #1: Develop and implement an Election Integrity Management Plan.

C. RISK CATEGORIZATIONS

The CEC recognizes the following conceptual framework, which was developed by the International Foundation for Election Systems (IFES) using a proprietary assessment methodology and is comprised of three risk categories:

i. Systemic manipulation: the use of domestic legal provisions and/or electoral rules and procedures that run counter to widely accepted democratic principles and international standards, and that purposefully distort the will of voters.

ii. Malpractice: a breach by a professional of his/her relevant duty of care, resulting from carelessness or neglect.

iii. Fraud: deliberate wrong-doing by election officials or other electoral stakeholders, which distorts the individual or collective will of the voters.¹

Central to this conceptual framework is the understanding that all electoral stakeholders have a role to play in upholding and protecting electoral integrity. Furthermore, the types of risks that exist within a given context will reveal which stakeholders need to act in order to address those risks. Specifically, some risks fall within the mandate and competence of the CEC to remedy, for example some of the risks related to fraud or malpractice. Some risks associated with fraud and malpractice will also need to be addressed by a mix of actors. Risks associated with systemic manipulation, conversely, fall under the Parliament of Georgia; however, political parties should undertake respective measures for preparing and initiating legislative changes.

1. Patented conceptual framework developed by International Foundation for Electoral Systems (IFES)

II. JUSTIFICATION FOR THE ELECTION ADMINISTRATION ELECTION INTEGRITY MANAGEMENT PLAN AND ELECTION INTEGRITY MANAGEMENT PRIORITIES

This Election Integrity Management Plan has been prepared on the basis of the experience of EA and international best practices. The extensive analyses including election observer reports, technical electoral assessments, and stakeholder input covering multiple electoral cycles dating from 2012 have been applied as a source. Particularly influential has been IFES' comprehensive Election Integrity Assessment (EIA), which was conducted in the Spring of 2014 and which distinguishes between systemic manipulation, fraud, and malpractice along with the corresponding stakeholder responsibilities for risk mitigation.

The EIA assessment methodology is not based solely on past breaches of election integrity. It also looks closely at vulnerabilities that could result in systemic manipulation or fraud, if intent presents, or contribute to malpractice at some point in the future. It is a forward looking methodology intended to enable pro-active planning to mitigate risks to election integrity in the longer term. The quantitative aspect of the methodology also allows for prioritization of vulnerabilities and, subsequently, risk mitigation actions.²

2. These categorizations and sub-categorizations are drawn directly from the IFES EIA methodology and correspond to the presentation of findings in the EIA.

Areas of the electoral system where at least some vulnerability is present³ and that fall directly or indirectly within the CEC’s authority and competence form the justification for the risk mitigations strategies and actions laid out in this EA’s Election Integrity Management Plan.

These include:

RISK CATEGORY	SYSTEMIC MANIPULATION	MALPRACTICE	FRAUD	
Subcategory	Institutional Framework	Institutional Framework	Electoral Disputes	
	Boundary Delimitation	Infrastructure and Planning	Vote Tabulation	
			Legal Framework	Voting Operations
			Election Observation and Monitoring	Final Results
			Voting Operations and Special Services	
			Summarizing Results	
			Voter Registration	
			Election Security and Roles of Law Enforcement Agencies (cyber security would fall under this sub-category)	
			Election Disputes	
			Public Information and Voter Education	
			Training and Capacity Building	
			Certification of Results	

3. Specifically, the sub-categories used as part of the EIA include: (1) legal framework, (2) electoral system and Boundary delimitation, (3) institutional framework, (4) media and political finance, (5) infrastructure and planning, (6) election observation and oversight, (7) adjudication of grievances, (8) public information and voter education, (9) training and capacity building, (10) voter registration, (11) election security and role of the security forces, (12) election budgeting, (13) voting operations / voter services, (14) counting, and (15) aggregation and certification of results.

III. ELECTION ADMINISTRATION ELECTION INTEGRITY MANAGEMENT PLAN: RISK MITIGATION STRATEGIES AND ACTIONS

In response, the CEC has adopted the Election Integrity Management Plan. The CEC has elaborated in a matrix (priorities for mitigating systemic manipulations, fraud, and malpractice: risk mitigation strategies and actions that fall within the authority and competence of the CEC of Georgia) of the risk mitigation strategies and actions. Again, these risk mitigation strategies and actions are specific to the CEC's authority and competence or reflect opportunities for research, expert commentary, public information and education, or external outreach and coordination vis-à-vis other responsible stakeholders. In addition, the matrix includes critical assumptions. It identifies persons within the Commission and the CEC office who are responsible for ensuring the achievement of the enumerated strategies and actions, budgetary / resource allocations, the timetable for implementation, and status.

In the interests of transparency and accountability, the CEC supports the full or partial disclosure, as appropriate, of aspects of the EIMP. Toward this end, the CEC has invited its partners within civil society to comment on the draft plan and the final plan reflects their input. The CEC welcomes civil society and media monitoring of the CEC progress toward implementing the plan and meeting its targets. Because of there remain additional election integrity risks that are outside of the scope of the CEC and require remedies by other electoral stakeholders. The CEC looks forward to working with those actors to close the gaps to full and sustainable election integrity in Georgia.⁴

4. For more information, please see priorities for mitigating systemic manipulation, fraud and malpractice; Risk Mitigation Strategies and Actions that fall within the Authority and Competence of the CEC of Georgia

IV. CEC ELECTION INTEGRITY WORKING GROUP

For the purposes of preparing the CEC's EIMP, to coordinate and oversee implementation of the plan, and to facilitate external outreach and collaboration on broader election integrity issues, the CEC created a special working group dedicated to election integrity.

The group consists of the CEC members, heads of structural units, representatives of the CEC Training Center and advisor to the CEC chairperson.

V. PROCESS FOR DEVELOPMENT AND FINALIZATION OF THE CEC'S INTERNAL ELECTION INTEGRITY MANAGEMENT PLAN

The internal EIMP was developed by the working group and conveyed to the CEC members for further discussion and recommendations. After issuing the recommendations the plan along with the matrix (priorities for mitigating systemic manipulations, fraud, and malpractice: risk mitigation strategies and actions that fall within the authority and competence of the CEC of Georgia) was introduced to all DEC members including those involved in the research conducted by the IFES. In addition the plan was presented to the local NGOs working on the election issues.

At the final stage the EIMP and the Matrix (priorities for mitigating systemic manipulations, fraud, and malpractice: risk mitigation strategies and actions that fall within the authority and competence of the CEC of Georgia) were discussed by the CEC.

VI. IMPLEMENTATION OF THE CEC'S INTERNAL ELECTION INTEGRITY MANAGEMENT PLAN

A. EIMP TRAINING PLAN FOR ELECTION COMMISSIONERS AND STAFF

Immediately upon adoption of the EIMP, the CEC will conduct a series of internal meetings for its personnel to facilitate institution-wide understanding of the approved plan and responsibility for its implementation. Meetings will be conducted for the full commission membership and all department heads. Department heads will be responsible for informing their staffs. The CEC will also ensure that meetings are conducted for the members and key personnel of all District Election Commissions (DEC). In collaboration with the Center for Election Systems Development, Reforms, and Trainings (CEC Training Center), the CEC will incorporate the EIMP into training programs for permanent and temporary (EA) staff to ensure that they can support the successful implementation of the plan.

B. IMPLEMENTATION OF THE CEC'S EIMP

The EA of Georgia shall adopt the Election Integrity Management Plan by an individual administrative act and carry out the activities set forth in the EIMP and its matrix in the period of 2016-2019.

C. CEC'S EIMP PUBLIC INFORMATION AND OUTREACH STRATEGY

As soon as the EIMP is adopted, internal meetings for CEC members and staff and DECs have been completed, and an external communications plan prepared, the CEC will conduct a series of external meetings on the public components of the EIMP. Meetings will be arranged for the CEC's working groups and via other public information and outreach efforts. These efforts will be directed at civil society groups engaged in election activities and representing key target groups including women, youth, minorities, and persons with disabilities as well as media organizations and political parties. The intent of these meetings is to raise awareness and understanding of multiple stakeholder groups about election integrity risks in Georgia (including those beyond the control of the CEC).

The CEC is fully committed to transparency and public accountability for its actions. This commitment extends to implementation of the EIMP. The CEC will provide periodic updates on its progress toward improved electoral integrity and welcomes related monitoring efforts by electoral watchdogs.

D. MONITORING AND EVALUATION

A performance monitoring plan represents a tool for evaluating the work of the CEC. The plan will be elaborated by the working group in 2016. The CEC will regularly monitor and report about the progress under the plan. The CEC would also welcome the support of other electoral stakeholders in achievement of key benchmarks and milestones.

VII. NEXT STEPS IN ADDRESSING WIDER ELECTION INTEGRITY ISSUES IN GEORGIA

The CEC is not solely responsible for ensuring electoral integrity in Georgia. Other electoral stakeholders have a role to play in mitigating and managing associated risks. As such, the CEC will work to further build stakeholder awareness about the election integrity assessment conceptual framework and methodology, the findings and recommendations of IFES' *Georgia Election Integrity Assessment Report*, the CEC's own election integrity management planning process.

CENTRAL ELECTION COMMISSION OF GEORGIA – ELECTORAL INTEGRITY MANAGEMENT PLAN

PRIORITIES FOR MITIGATING SYSTEMIC MANIPULATION, FRAUD, AND MALPRACTICE

RISK MITIGATION STRATEGIES AND ACTIONS THAT FALL WITHIN THE AUTHORITY AND COMPETENCE OF THE CEC OF GEORGIA

Category and Status	Priority Area	Risk Mitigation Strategies/Actions	Critical assumption	Responsible Departments/Persons	Status	Implementation Timetable
Systemic Manipulation	Legal Framework	<ul style="list-style-type: none"> Review legal framework and provide recommendations for reform on technical issues External consultations with stakeholders 	<ul style="list-style-type: none"> Stakeholders express interest towards the issues 	<ul style="list-style-type: none"> Legal Department Electoral Processes Management Department Legal Department Public Relations Department 	<ul style="list-style-type: none"> Ongoing/ Upon the end of review Ongoing/Upon the end of review 	<ul style="list-style-type: none"> Partially completed Permanent
		<ul style="list-style-type: none"> Develop an education/ information program for voters and stakeholders on legal frameworks: General Focused on specific needs (amendments) 	<ul style="list-style-type: none"> Amendments are passed 	<ul style="list-style-type: none"> Training Centre Public Relations Department Legal Department Electoral Processes Management Department 	<ul style="list-style-type: none"> Ongoing/Based on amendments 	<ul style="list-style-type: none"> Permanent
Systemic Manipulation	Boundary Delimitation	<ul style="list-style-type: none"> CEC ensured holding workshops to discuss and develop standards that could be used to draw new constituency boundaries as requested by the respective responsible bodies 	<ul style="list-style-type: none"> The law is adopted 	<ul style="list-style-type: none"> Electoral Processes Management Department Legal Department Public Relations Department 	<ul style="list-style-type: none"> Upon request but no later than March 15 	<ul style="list-style-type: none"> Completed
		<ul style="list-style-type: none"> The process shall be managed with a respect to local legislation and international standards 	<ul style="list-style-type: none"> Legal regulation exists 	<ul style="list-style-type: none"> Electoral Processes Management Department Legal Department 	<ul style="list-style-type: none"> In timeframes prescribed by law but not later than April 1 	<ul style="list-style-type: none"> Completed
		<ul style="list-style-type: none"> Within its authority, the CEC will conduct outreach to political parties and CSOs 	<ul style="list-style-type: none"> The interest is expressed 	<ul style="list-style-type: none"> Public Relations Department Legal Department Electoral Processes Management Department 	<ul style="list-style-type: none"> Permanent/ based on the amendments 	<ul style="list-style-type: none"> Completed

Fraud	Election Dispute Resolution	<ul style="list-style-type: none"> • Hold consultations to ensure due process through extending timelines and simplifying processes 	<ul style="list-style-type: none"> • The interest of stakeholders is expressed 	<ul style="list-style-type: none"> • Legal Department 	Permanent/ based on amendments	Ongoing
		<ul style="list-style-type: none"> • Ensure comprehensive training programs for all stakeholders 	<ul style="list-style-type: none"> • Financial/ technical resources are in place 	<ul style="list-style-type: none"> • Training Centre • Legal Department 	Permanent	Ongoing
		<ul style="list-style-type: none"> • Keep a record of complaints that have not been discussed for being filed in violation of the law and holding consultations with interested parties (electoral stakeholders) to prevent such cases 	<ul style="list-style-type: none"> • Existing technical expertise 	<ul style="list-style-type: none"> • Legal Department • Information Technologies Department • Electoral Processes Management Department • District Election Commissions 	After every elections	Under planning
		<ul style="list-style-type: none"> • Pilot an SMS-based monitoring and mapping system which will enable to identify trends based on complaints 	<ul style="list-style-type: none"> • Informational and telecommunication technologies' integrity and accessibility • Infrastructure is properly managed 	<ul style="list-style-type: none"> • Information Technologies Department • Electoral Processes Management Department • Legal Department • District Election Commissions 	No later than 2018	Under planning
		<ul style="list-style-type: none"> • Identify and train a team of investigators on a core set of international standards related to conducting investigation of electoral violations 	<ul style="list-style-type: none"> • Existing of human resources 	<ul style="list-style-type: none"> • Internal Audit Service • Legal Department • Electoral Processes Management Department 	Before elections	Under planning
Fraud	Counting	<ul style="list-style-type: none"> • Ensure PEC are publishing precinct level results as set forth by legal requirements informing on publishing rules 	<ul style="list-style-type: none"> • Consensus among interested stakeholders 	<ul style="list-style-type: none"> • Electoral Processes Management Department • District Election Commission • Training Centre 	Before elections	Under planning
		<ul style="list-style-type: none"> • Review PEC process/forms in regard to international standards relating to accounting for all ballots in results protocols 	<ul style="list-style-type: none"> • Managing respective educational programs 	<ul style="list-style-type: none"> • Central Election Commission 	Discussed and completed	Discussed and completed
		<ul style="list-style-type: none"> • Ensure that making copies and disclosing all results protocols takes place with a respect to relevant legislation and in a consistent manner 	<ul style="list-style-type: none"> • Security ensured 	<ul style="list-style-type: none"> • Electoral Processes Management Department • District Election Commissions • Training Centre 	Current/completed	Permanent
		<ul style="list-style-type: none"> • Secure all electoral materials for transport 		<ul style="list-style-type: none"> • Central Election Commission • Electoral Processes Management Department 	Ongoing	Permanent

Fraud	Voting Operations	<ul style="list-style-type: none"> Conduct a regular review and update of security measures 	<ul style="list-style-type: none"> Procedures are in place 	<ul style="list-style-type: none"> Central Election Commission Information Security Manager Training Centre 	No later than 2016	Ongoing
		<ul style="list-style-type: none"> Review and update assisted voting guidelines, training and outreach efforts to ensure that assisted voting process meets international standards 	<ul style="list-style-type: none"> The legislation provides for the possibility of assisted voting 	<ul style="list-style-type: none"> Coordination, Planning and Reporting Department Legal Department Electoral Processes Management Department Training Centre 	No later than 2016	Ongoing
Malpractice	Institutional Framework	<ul style="list-style-type: none"> Further develop effective organizational structure 	<ul style="list-style-type: none"> Organizational structure is in line with legislative requirements CEC enjoys the discretion of modifying the structure 	<ul style="list-style-type: none"> Human Resource Management Service 	Ongoing/ Completed	Partially completed
		<ul style="list-style-type: none"> Create a mechanism to better coordinate with other government entities involved in the electoral process (e.g., SAOG, MOI, etc.) 	<ul style="list-style-type: none"> Readiness for cooperation is expressed by other entities 	<ul style="list-style-type: none"> Central Election Commission 	No later than 2016	Ongoing
Malpractice	Infrastructure and Planning	<ul style="list-style-type: none"> Develop and implement an action plan based on the strategic plan 	<ul style="list-style-type: none"> Legislative amendments are passed 	<ul style="list-style-type: none"> Electoral Processes Management Department Legal Department 	No later than 2016	Ongoing
		<ul style="list-style-type: none"> Develop and implement an Electoral Integrity Management Plan 	<ul style="list-style-type: none"> CEC's consent, consensus 	<ul style="list-style-type: none"> Election Integrity Management Working Group 	No later than 2016	Ongoing
		<ul style="list-style-type: none"> Review and provide proper infrastructure for PECs 	<ul style="list-style-type: none"> Working Group is created Regular communication with respective organs 	<ul style="list-style-type: none"> Electoral Processes Management Department District Election Commissions Finance Department 	No later than 2017	Ongoing
		<ul style="list-style-type: none"> Review and update methods to better enforce codes of ethics 		<ul style="list-style-type: none"> Human Resource Management Service Legal Department Electoral Processes Management Department 	No later than 2016	Ongoing
Malpractice	Legal Framework	<ul style="list-style-type: none"> Review legal framework and provide recommendations for reform on technical issues 		<ul style="list-style-type: none"> Legal Department 	Ongoing	Partially completed
		<ul style="list-style-type: none"> Consultations with electoral stakeholders 	<ul style="list-style-type: none"> Stakeholders express interest towards the issues 	<ul style="list-style-type: none"> Legal Department Public Relations Department 	Ongoing/ Based on amendments	Permanent
		<ul style="list-style-type: none"> Develop an education program for voters and stakeholders on legal frameworks: General Focused on specific needs 	<ul style="list-style-type: none"> Amendments are passed 	<ul style="list-style-type: none"> Training Centre Public Relations Department Legal Department Electoral Processes Management Department 	Ongoing/ Based on amendments	Ongoing/ completed

Malpractice	Election Oversight and Observation	<ul style="list-style-type: none"> Expand observer training and specifically on international standards Build the capacity that gives the CEC better tools to manage disruptions on Election Day within PECs and other relevant establishments. Search for ways in which to ensure application of respective standards such that observer groups can perform independent observation and also not hinder the process. 	<ul style="list-style-type: none"> Interest is expressed The demand exceeds available resources Consensus among stakeholders 	<ul style="list-style-type: none"> Training Centre Central Election Commission Legal Department Training Centre 	<p>No later than 2016</p> <p>Permanent</p>	<p>Current</p> <p>Permanent</p>
Malpractice	Voting Operations	<ul style="list-style-type: none"> Research ways of increasing voter turnout in regard to OCV through communicating with other responsible bodies 	<ul style="list-style-type: none"> Respective budget available Interest expressed from stakeholders Communication established 	<ul style="list-style-type: none"> Central Election Commission Electoral Processes Management Department 	<p>No later than 2018</p>	<p>Ongoing</p>
		<ul style="list-style-type: none"> Increase and extend VE to DPOs regarding accessibility services 	<ul style="list-style-type: none"> Web-page developed and accessible Respective legislation in place Respective infrastructure in place 	<ul style="list-style-type: none"> Coordination, Planning and Reporting Department Public Relations Department Training Centre 	<p>No later than 2016</p>	<p>Ongoing</p>
		<ul style="list-style-type: none"> Research and consider options to alleviate overcrowding at the PECs. 		<ul style="list-style-type: none"> Central Election Commission Electoral Processes Management Department 	<p>No later than 2017</p>	<p>Ongoing</p>
Malpractice	Final Results	<ul style="list-style-type: none"> Analyse protocols forms, study their intelligibility and establish mechanism for respective actions 	<ul style="list-style-type: none"> The CEC is equipped with data and relevant program in order to identify suspicious trends on e-day 	<ul style="list-style-type: none"> Electoral Processes Management Department Information Technologies Department 	<p>After elections</p>	<p>Under planning</p>
		<ul style="list-style-type: none"> Ensure that all PEC/DECs fully respect standardization requirements in regard to results aggregations process. 		<ul style="list-style-type: none"> Electoral Processes Management Department Training Centre 	<p>Before the E-day</p>	<p>Under planning</p>
Malpractice	Voter Registration	<ul style="list-style-type: none"> Expand VE regarding the list and how to update the list 	<ul style="list-style-type: none"> Accessibility of relevant and timely information 	<ul style="list-style-type: none"> Public Relations Department Electoral Processes Management Department 	<p>Before the E-day</p>	<p>Under planning</p>
		<ul style="list-style-type: none"> Study the means and capacity at the CEC's possession to increase trust towards the VL 	<ul style="list-style-type: none"> Legal capaciti 	<ul style="list-style-type: none"> Central Election Commission Public Relations Department 	<p>Four times a year</p>	<p>Ongoing</p>
		<ul style="list-style-type: none"> Coordinate the other government entities so that they timely and fully acquire all the data to create voters databases 	<ul style="list-style-type: none"> Communication is established Readiness of other agencies to cooperate 	<ul style="list-style-type: none"> Information Technologies Department Electoral Processes Management Department 	<p>Ongoing/completed</p>	<p>Partially completed</p>

Malpractice	Electoral Security	<ul style="list-style-type: none"> Assign/create a position/function of an election security point person within the CEC Carry out security risk analyses Consider possibilities for creating an inter-agency working group for ensuring electoral security Create and implement more hands-on security training modules 	<ul style="list-style-type: none"> Respective resources Readiness of other stakeholders 	<ul style="list-style-type: none"> Central Election Commission Central Election Commission Central Election Commission Training Centre Legal Department 	<ul style="list-style-type: none"> Partially completed/No later than 2016 Under planning Ongoing Under planning 	<ul style="list-style-type: none"> Partially completed Under planning Under planning Under planning
Malpractice	Election Dispute Resolution	<ul style="list-style-type: none"> Further strengthen trainings for stakeholders on the EDR process Design a training module for PEC members on EDR (targeted for PEC members that have been placed on the PEC at the last minute) Pilot an SMS-based monitoring and mapping system which will enable to identify trends based on complaints Identify and train a team of investigators on a core set of international standards related to conducting investigation of electoral violations 	<ul style="list-style-type: none"> The interest of stakeholders Financial/ technical resources in place Existing technical expertise Informational and telecommunication technologies' integrity and accessibility Infrastructure is properly managed Resources' availability 	<ul style="list-style-type: none"> Training Centre Legal Department Legal Department Electoral Processes Management Department District Election Commissions Information Technologies Department Electoral Processes Management Department Legal department District Election Commissions Internal Audit Service 	<ul style="list-style-type: none"> Permanent/completed Permanent/completed No later than 2018 Before elections 	<ul style="list-style-type: none"> Permanent Permanent Under planning Under planning Under planning
Malpractice	Voter Education	<ul style="list-style-type: none"> Expand VE activities between elections Adapt a long-term VE plan 	<ul style="list-style-type: none"> Resources' availability 	<ul style="list-style-type: none"> Training Centre Public Relations Department Training Centre 	<ul style="list-style-type: none"> Permanent/ongoing Permanent/ongoing 	<ul style="list-style-type: none"> Permanent/ongoing Permanent/ongoing

Malpractice	Training	<ul style="list-style-type: none"> • Add training thematic on institutional strengthening in the training programs conducted for DECS • With the aim of internal capacity building of election administration to expand training thematic between elections • Improve training for ethnic minorities 	<ul style="list-style-type: none"> • Resources' availability • Institutional capacity of DECS • Communication and cooperation with minority group established 	<ul style="list-style-type: none"> • Human Resource Management Service • All departments • Human Resource Management Service • All departments • Training Centre • Coordination, Planning and Reporting Department 	<p>Permanent/ongoing</p> <p>Permanent/ongoing</p> <p>Permanent/ongoing</p>	<p>Permanent/ongoing</p> <p>Permanent/ongoing</p> <p>Permanent/ongoing</p>
Malpractice	Counting	<ul style="list-style-type: none"> • Ensure that all PEC/DECS fully respect standardization requirements in regard to results transferring results to DECS/CEC • Ensure PEC are posting precinct level results as set forth by the requirements • Analyse protocols forms, study their intelligibility and establish mechanism for respective actions • Secure all electoral materials, at every stage for transport • Review PEC process/forms in regard to international standards relating to accounting all ballots in results protocols 	<ul style="list-style-type: none"> • The CEC is equipped with data and relevant program in order to identify suspicious trends on e-day • Relevant procedures/rules are in place • Consensus among the interested stakeholders 	<ul style="list-style-type: none"> • Electoral Processes Management Department • Electoral Processes Management Department • District Election Commissions • Electoral Processes Management Department • Electoral Processes Management Department • District Election Commissions • Central Election Commission 	<p>Before the E-day</p> <p>On E-day</p> <p>After elections</p> <p>Completed</p> <p>Completed</p>	<p>Under planning</p> <p>Under planning</p> <p>Under planning</p> <p>Completed</p> <p>Completed</p>

