CEC
ELECTION ADMINISTRATION OF GEORGIA

CENTRAL ELECTION
COMMISSION
OF GEORGIA

2017
Action Plan
of Election Administration

13th KM. AGHMASHENEBELI ALLEY

WWW.CESKO.GE

+995 32 251-00-51

INTRODUCTION

2017 Action Plan of Election Administration (Action Plan) represents the set of activities to be implemented in 2017 which is defined by the Central Election Commission (CEC) of Georgia on the basis of 2015–2019 Strategic Plan of Election Administration.

The strategic activities envisioned by the action plan which are in line with the principles announced by the Election Administration (EA), contributes to the enforcement of the administration's mission and achieving its strategic objectives as well as maintenance of their sustainability.

Action Plan is created on the basis of discussions with the involvement of the CEC structural units and Electoral Systems Development, Reforms and Training Center (Training Center); The Action Plan represents the integrated document, upon which participants of the process agree on the main activities the EA should implement during the year, in order to achieve objectives and strategic priorities. It also guides to an effective distribution of resources on these priorities.

Along with achieving the strategic objectives of EA, developing the Action Plan also serves to support the process of planning and managing 2017 budget of the EA.

Given that, the Municipal Elections are set to be held in 2017, Action Plan envisions those priority activities which will support the conducting elections on a higher level.

PROCESS OF DEVELOPING ACTION PLAN

2017 Action Plan of the EA is designed according to the rule of drafting, approving, correcting and implementing the action plan, which is approved by the CEC[1]. The plan is developed on the basis of the information provided by the CEC structural units and its training center. The final document of the action plan was elaborated as a result of the joint work of the CEC and the heads of its structural units, following the essential editing and correcting.

The document clearly defines strategic priorities, strategic objectives, planned activities to achieve these objectives, measurable indicators, terms, expected results, resources as well as determines responsible structural units. The final document was submitted to the CEC for approval[2].

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1   The rule for developing, approving, correcting and implementing the Action Plan of Election administration is approved by the CEC ordinance N118/2016 dated on March 7, 2016.

2   According to the Article 14, paragraph 1, sub-paragraph of "x" of the Organic Law, "Election Code of Georgi," is defines the approval of the Annual Action Plan of the election administration by decree.

REPORTING

According to the rule of drafting, editing and approving the Action Plan, the heads of the CEC structural units submit quarterly and annual reports to the CEC Chairperson. On the basis of the received information, the CEC Coordination, Planning and Reporting Department prepares the consolidated quarterly and annual report and submits to the CEC. The CEC annual report is public and in addition to publishing the report at the CEC official website, it is widely shared and presented to the public and stakeholders.

Regular meetings between the CEC and the heads of its structural units will be held and the implementation process of the Action Plan will be evaluated.

At the end of the reporting year, the CEC and the heads of its structural units hold the meeting where participants present and evaluate summary reports on implementation of the activities defined by the Action Plan as well as implementation of other supporting activities. Meeting participants also discuss the draft of the next year Action Plan of the EA.

Strategic Pillar #1: Institutional Strengthening
Strengthen independence, professionalism and confidence in the Election Administration; establish a system with an effective budget policy and continuous organizational and professional development; contribute to the development of the democratic processes.

№	Objective	Activity	Indicator	Term for Implementation												Result	Resource / Responsible Unit
				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
1.1	**Ensure Effective EMB Management** Improve organizational policies, structure and procedures. Improve planning, implementation, monitoring and reporting processes. Improve internal communication.	1.1.1 Improve/review the rule of drafting, approving, correcting and implementing the Annual Action Plan	Not less than two recommendations are considered	▓	▓	▓										Reporting rule is refined Reporting process is improved	Coordination, Planning and Reporting Department
		1.1.2 Reporting, drafting/submitting reports	According to the rule, the consolidated quarterly/annual report of activities of the CEC structural units and its training center is submitted to the CEC Report on the Parliamentary Elections of October 8, 2016 is submitted to the Parliament Report on the activities of the Election Administration during 2016 is presented to electoral stakeholders Interim report on elections to be held in 2017 is presented Reports are prepared in audio format	▓	▓		▓	▓	▓	▓	▓	▓	▓	▓		Reporting process is implemented	
		1.1.3 Discussion on implementation of the action plan of the current and next year	Working meeting between the CEC members, heads of structural units and director of the CEC Training Center is conducted											▓	▓	Meeting is conducted	Coordination, Planning and Reporting Department
		1.1.4 Conduct internal audit of the Election Administration and organizations under the CEC state control	Internal audit is implemented in order to improve management and achieve more productive and effective management of budgetary funds	▓	▓		▓	▓	▓	▓	▓	▓	▓	▓		Internal audit is conducted Relevant report is submitted to the CEC / CEC Chairperson	Internal Audit Service

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					I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
		1.1.5	Elaborate recommendations on the basis of the needs revealed through the internal audit and monitor the implementation	Relevant recommendations are prepared and submitted Implementation of recommendations is monitored	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	Recommendations are elaborated Monitoring report is submitted to the CEC / CEC Chairperson	Internal Audit Service
		1.1.6	Developing organizational risk management document	Working group on risk management is formed Action Plan for the Working group on risk management is developed Regular meetings are held Risk management document is prepared	▓	▓	▓	▓	▓	▓							Organizational risk management document is approved Procedures for risk management is introduced	Human Resources Management Service Risk Management Working Group
		1.1.7	Analyze monitoring of the existing procedures for cyber security	Information security risks are identified and preventive measures are defined			▓	▓	▓	▓	▓	▓	▓				Cyber security is improved	Information Security Manager
		1.1.8	Establish evaluation system of the effectiveness of organizational structure	The rule for evaluation of organizational structure is defined Evaluation results and recommendations are submitted	▓	▓	▓	▓	▓	▓							Evaluation of the effectiveness of the organizational structure is implemented	Human Resources Management Service
		1.1.9	Improve internal communication system of Election Administration	Rule of internal communication is developed Internal information portal is created Communication between CEC and DECs during election and non-election period is improved Communication between the CEC structural units is improved			▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	Internal communication process is improved at Election Administration	Human Resources Management Service

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		1.1.10 Conduct anonymous survey of employees' satisfaction and motivation	Anonymous survey of employees' satisfaction and motivation is conducted Survey results are analyzed Relevant recommendations are submitted to the CEC management				X	X	X							Anonymous survey of employee satisfaction and motivation is conducted	Human Resources Management Service
		1.1.11 Introduce business processes management system of CEC apparatus	Information portal of electronic management system of CEC apparatus business processes is developed Business processes are updated at CEC apparatus	X	X	X	X	X	X	X	X	X	X	X	X	Electronic management system of CEC apparatus business processes is established	Human Resources Management Service Informational Technologies Department
		1.1.12 Improvement of financial management at DECs	Guideline for DECs on financial management is updated Training is conducted for DEC members	X	X	X	X	X	X	X	X						Finance Department
		1.1.13 Update the rule of financing DECs for elections	Analysis of the existing rules for financing the CEC and DECs is conducted The rule for financing DECs is updated/is reflected by the draft decree of the CEC on financing	X	X	X	X	X	X	X	X					Financial management at DECs is improved	Finance Department
		1.1.14 Improve the electronic system of accounting the property/ supplies of Election Administration	Users of the program are purchased for the DECs At DECs the data on balances of electoral inventory / stock flow is reflected in real time	X	X	X	X	X	X	X	X	X	X	X	X	Property/stocks of DECs are recorded in electronic format	Finance Department
		1.1.15 Digitalize the original documents at CEC archive, integrate documents in electronic archive program	Number of the digitalized documents integrated in the program is increased approximately by 10 000 documents	X	X	X	X	X	X							New documents are added to the database of electronic archive	Registration and Administrative Department

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					I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
		1.1.16	Advance the electronic search system of the documents of contestant election subjects	Thematic catalog of documents of political parties/electoral subjects is created Documentation of election subjects participating in elections is integrated in electronic search system (charter of political unions/electoral blocs, party lists)	▉	▉	▉	▉	▉	▉	▉						Flexible search system of election subjects' documentation is accessible for electoral stakeholders	Registration and Administrative Department Informational Technologies Department
		1.1.17	Elaborate guide on electoral registration of political unions / recommended instructions	Inaccuracies revealed during the electoral registration of political unions are identified Guide/recommendation manual and registration forms are developed	▉	▉	▉	▉	▉	▉	▉						Guide / recommendation manual is available for political unions	Registration and Administrative Department
		1.1.18	Create electronic search system for local/international observer / media organizations	Thematic catalog about the information on local/international observer/media organizations is developed Electronic search system is created on local/international observer/media organizations	▉	▉	▉	▉	▉	▉	▉						Flexible search system is available of local/international observer organizations	Registration and Administrative Department Informational Technologies Department
1.2	**Human Resources Development** *Introduce modern system of HR management* *Increase professional capacity of staff* *Ensure effective working environment*	1.2.1	Increase staff qualification	Training Plan 2017 is developed Number of conducted trainings Number of trained employees	▉	▉	▉	▉	▉	▉	▉		▉	▉	▉	▉	Qualification of Election Administration employees is increased	Human Resources Management Service

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		1.2.2	Improve and conduct orientation program for new CEC staff and interns	Number of conducted orientation programs Orientation learning course "review of elections and general course on the procedures" is conducted Estimated number of participants of orientation program	█	█	█	█	█	█	█	█	█	█	█	█	Engagement of new staff members and interns in the work of Election Administration is ensured	Human Resources Management Service CEC Training Center
		1.2.3	Evaluate the effectiveness of the conducted trainings for the Election Administration staff	Number of conducted trainings Number of evaluated trainings		█	█	█	█	█	█	█	█	█	█	█	Report on evaluation of conducted trainings' effectiveness is drafted	Human Resources Management Service
		1.2.4	Establish the effective mechanisms to attract qualified staff	HR policy document is developed				█	█	█	█	█	█	█	█	█	New qualified employees are recruited Existing qualified staff is maintained	Human Resources Management Service
		1.2.5	Introduce mentoring practice	Rule for mentoring is developed Number of personnel who received mentoring	█	█	█	█	█	█	█	█	█	█	█	█	Mentoring practice is introduced	Human Resources Management Service
		1.2.6	Organize certification of Election Administration officials	Capacity to create/function the regional centers is analyzed Regulations of certification is amended accordingly Certification exam is conducted Statistics on certification exam is processed	█	█	█	█	█	█	█	█	█	█	█	█	Certification of Election Administration officials is conducted	CEC Training Center Informational Technologies Department

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		1.2.7	Increase qualification of DEC representatives in correspondence and election registration procedures	Guidelines on correspondence and election registration for DEC representatives is developed Number of conducted meetings Number of trained DEC representatives			▓	▓	▓	▓							Correspondence and election registration process at DECs is improved	Registration and Administrative Department Human Resources Management Service Electoral Processes Management Department
		1.2.8	Trainings on legal writing for DEC members	Number of conducted meetings Number of trained DEC Chairpersons Number of inaccuracies in legal acts drafted at DECs identified during election period					▓	▓							Process of drafting legal acts at DECs is improved	Legal Department Human Resources Management Service Electoral Processes Management Department
		1.2.9	Training DECs members on media relations	Training methodology is defined Not less than 70 DEC members are trained						▓	▓	▓	▓				Qualification of DEC members in media relations is improved	Public Relations Department Human Resources Management Service Electoral Processes Management Department
		1.2.10	Ensure participation of staff members in workshops and conferences	Number of conferences and workshops abroad Report on participation in conferences and workshops is available at information portal	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	Report of CEC international experience is prepared	Public Relations Department CEC Training Center
		1.2.11	Organize participation of staff members in monitoring missions	Number of international monitoring missions Report on participation of the CEC staff in missions is available at information portal	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	Report of the CEC participation in monitoring missions is prepared	Public Relations Department CEC Training Center

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1.3	**Improve infrastructure** *Develop modern infrastructure* *Utilize innovative information technologies.*	1.3.1	Ensure VPN network support for DECs	VPN network support is ensured at remained 32 DECs		█	█	█	█	█	█	█	█	█	█		VPN network support is available at DECs	Informational Technologies Department
		1.3.2	Update part of the server and increase information storage capacity	Information storage capacity is increased Server is purchased							█	█	█				Information storage capabilities at the server are improved	Informational Technologies Department Information Security Manager
		1.3.3	Create the software for registration of international and local observers, and media organizations	Terms of reference of the software is prepared Software is created and tested	█	█	█	█	█	█							Electronic registration for observers of international, local and media organizations' is ensured	Registration and Administrative Department Informational Technologies Department Working Group
		1.3.4	Create/introduce the software for electronic registration of political parties, election subjects, candidates, representatives	Technical task of the software is prepared software is created and tested	█	█	█	█	█	█							Electronic registration of political parties, election subjects, candidates, representatives is ensured	Registration and Administrative Department Informational Technologies Department Working Group
		1.3.5	Advance the Election Process Management Systems (EPMS)	Relevant changes are made into existing modules or/and new modules are added accordingly	█	█	█	█	█	█		█	█	█	█	█	Modules are updated accordingly in the Election Process Management Systems" (EPMS)	Informational Technologies Department Electoral Processes Management Department
		1.3.6	Establish electronic program for planning and reporting	Technical task of the program is prepared Electronic program is created and introduced	█	█	█	█	█	█							Process of planning and reporting is simplified	Coordination, Planning and Reporting Department Informational Technologies Department

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		1.3.7	Improve defence system against cyber attack	Risks are identified in the existing defence system against cyber attack Defence systems against penetration is updated							▓	▓	▓				Risk of violating the integrity of information systems is reduced	Information Security Manager Informational Technologies Department
		1.3.8	Improve the monitoring systems of CEC administrative building's network	Monitoring system is updated according to the modern standards											▓		Monitoring system of the CEC administrative building's network is improved	Information Security Manager Informational Technologies Department
		1.3.9	Improve relevant system of electronic processing for targeted and effective use of information assets	Centralizing the logging system and establish automatic analysis and reporting system				▓	▓	▓	▓	▓	▓	▓	▓	▓	Logging system operates properly and provides timely analysis	Information Security Manager Informational Technologies Department
		1.3.10	Select modern defence systems and adopt if necessary	Defence systems are selected Updated and implemented as required (anti-virus software, spam filter, IDS, IPS)					▓	▓	▓	▓	▓	▓	▓	▓	Appropriate means are used to ensure information security	Information Security Manager Informational Technologies Department
		1.3.11	Improve infrastructure of Election Administration	Not less than 5 projects are implemented to improve the infrastructure of CEC administrative premises Number of repaired DEC premises	▓	▓	▓	▓	▓	▓	▓	▓	▓				Election Administration infrastructure is improved	Finance Department Electoral Processes Management Department

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					I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
		1.3.12	Support the process of locating polling stations in appropriate buildings	Meetings are held with relevant entities Main plan of locating polling station is developed Alternative plan for locating polling station is envisaged by the main plan							▓	▓	▓	▓			Polling stations are located according to the plan	Electoral Processes Management Department District Election Commissions
1.4	**Promote the image** *Increase level of trust toward the Election Administration among stakeholders and voters* *Position the CEC as a regional thought leader, offering its assistance in the election management field*	1.4.1	Carry out image/advertisement campaign	Concept is updated Image/advertisement campaign is implemented				▓	▓	▓	▓	▓	▓				Effective image/advertisement campaign of Election Administration is implemented	Public Relations Department
		1.4.2	Suggest consultative mechanisms and share best practices with other countries' EMBs	Number of conducted consultative events Number of participant EMBs	▓	▓	▓	▓	▓	▓	▓	▓	▓		▓	▓	Consultative mechanisms are developed, best practices are shared	CEC CEC Training Center
		1.4.3	Organize/ host annual meeting of EMBs	Theme of the conference is defined Participants are invited Logistics of the conference is ensured Number of participant organizations	▓	▓	▓										Annual Meeting of Election Management Bodies (EMB) is conducted	Public Relations Department Finance Department
		1.4.4	Create electronic version of exhibition - history of elections and promote	Electronic version of the exhibition is available at web page Orientation meetings are held	▓	▓	▓	▓	▓								Promotion of election history is done	Public Relations Department Informational Technologies Department

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					I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
		1.4.5	Organize social events	Target groups are identified Social campaigns: are conducted for the beneficiaries at Elderly Care Facility; are held with participation of PWDs; Blood donation campaign is held	■	■	■	■	■	■	■	■	■	■	■	■	Social campaigns are organized	Human Resources Management Service Public Relations Department

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				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
Strategic Pillar #2: Civic and Voter Education																	
Increase the level of civic engagement through educational programs; increase voter turnout and number of informed voters.																	
2.1	**Implement programs of civic and voter education** *Increase awareness among voters and increase civic and electoral participation through effective and continuous educational campaigns*	2.1.1 Carry out information/ media campaign	Information/media campaign is implemented (via TV, Radio, Press and Internet) Number of advertised materials Not less than one information campaign is implemented per year								▓	▓	▓			Informational campaign for voters is implemented	Public Relations Department
		2.1.2 Support to integrate election learning module into civic education program at public schools	Meetings are held with representatives of the Ministry of Education and Science of Georgia Module is integrated (upon request)	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓		Learning module is integrated into civic education program at public schools	CEC Training Center
		2.1.3 Conduct informational-learning program for XI-XII graders at public schools	Program is developed Training for Trainers (ToT) is conducted Number of municipalities Number of public schools Number of participant schoolchildren	▓	▓	▓										Informational-learning program is conducted at public schools	CEC Training Center Electoral Processes Management Department District Election Commissions
		2.1.4 Conduct the learning course "electoral law" at higher education institutions	Study materials are developed Number of higher education institutions Number of participants	▓	▓	▓	▓	▓				▓	▓	▓		Semester learning course on "electoral law" is implemented	CEC Training Center
		2.1.5 Conduct informational course for young voters (I , II course)	Informative materials are prepared Number of conducted informative meetings Number of participants			▓	▓	▓				▓	▓	▓		Informational course for young voters is implemented	CEC Training Center

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					I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
		2.1.6	Implement the learning project "Electoral Development School"	Learning materials are updated Training for Trainers (ToT) is conducted Number of DECs involved in project Number of participants Information about project is prepared and database updated				■	■	■	■	■	■				Electoral Development School is implemented	Working group District Election Commissions
		2.1.7	Implement the learning project "Courses for Election Administrators"	Study materials are updated Training of Trainers (ToT) is conducted Resources of potential members of precinct and district election commissions are created As a result of the project information on potential members is processed and database is updated			■	■	■	■	■	■					Pool of potential DEC and PEC members is created	CEC Training Center Electoral Processes Management Department District Election Commissions
2.2	**Increase level of electoral culture** *Design and implement creative civic education projects that engage stakeholders and the general public* *Increase awareness about the electoral process and contribute to the development of political culture among the public*	2.2.1	Design educational concept and implement learning programs for stakeholders	Educational concept is developed Number of participant party/subject Number of non-governmental local observer organizations Number of media sources Number of state entities							■	■	■	■			Knowledge of the representatives of electoral stakeholders is increased on election issues	CEC Training Center Legal Department

№	Objective		Activity	Indicator	Term for Implementation												Result	Resource / Responsible Unit
					I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
		2.2.2	Organized events aiming at promotion of elections	Plan of information campaign (action) for voters is developed Information campaign "verify your data in the unified list of voters" is implemented Information campaign for youth "your voice is decisive" is implemented CEC branded goods are distributed during the campaigns Open door days are held at the CEC		X	X	X	X	X	X	X	X	X	X	X	Information campaign for voter is implemented	Public Relations Department Coordination, Planning and Reporting Department CEC Training Center
		2.2.3	Public meetings to be organized by DECs	DECs organized meetings with stakeholders Informative meetings with voters are conducted in regions			X	X	X	X	X	X	X				Information campaigns for voters are conducted	Electoral Processes Management Department CEC Training Center Public Relations Department District Election Commissions
		2.2.4	Support conduct of internal elections in various organizations/institutions	Requirements are identified and evaluated, concept is prepared accordingly Number of organizations, receiving election service on the basis of their request	X	X	X	X	X	X	X	X	X	X	X	X	Service is delivered to various organizations/institutions for conducting internal elections	Electoral Processes Management Department CEC Training Center
2.3	**Promote Civil Society Engagement** *Support the capacity building of the civil sector to ensure increased participation of society in electoral processes*	2.3.1	Organize grant competition	Priorities are defined Not less than 1 grant contest is conducted Number of funded projects Reports on projects and monitoring	X	X	X	X	X	X	X	X	X	X	X	X	Civil society engagement is ensured according to the priorities defined by CEC	CEC CEC Training Center

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					I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
		2.3.2	Hold meetings of the working groups (PWDs, gender, ethnic minorities, technical group and other) at CEC	Number of meetings Number of participant organizations 2018 Action Plan of Election Administration is presented and discussed	�In	▮	▮	▮	▮	▮	▮	▮	▮	▮	▮	▮	Working group members are informed about Election Administration's plan and activities	Coordination, Planning and Reporting Department Public Relations Department

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				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
Strategic Pillar 3: Electoral Environment																	
Create an inclusive electoral environment through active participation of stakeholders in election processes, support improved legislation																	
3.1	**Support improved legal framework** Ensure compatibility of electoral legislature with international standards Draft legislative proposals	3.1.1 Perform legal analysis of the conducted elections and prepare recommendations	Legal acts issued by CEC and DECs are analyzed and recommendations are prepared	▪	▪	▪	▪	▪	▪	▪	▪	▪				Legal acts are analyzed	Legal Department
		3.1.2 Analyze reports submitted by local and international organizations about conducted elections	Recommendations issued by local and international organizations are systematized Issued recommendations are analyzed Prepared document is submitted for further assessment	▪	▪	▪										Recommendations issued for the Election Administration are studied	Coordination, Planning and Reporting Department All Structural Units Legal Department
		3.1.3 Update election dispute resolution (EDR) process and renew document of uniform practice and hold meeting with NGO's (if appropriate legislative amendments are made)	Materials are updated Number of conducted meetings				▪	▪								Manuals are improved	Legal Department
		3.1.4 Strengthen the capacity of DECs officials to deal with the dispute-related administrative processing	Trainings are conducted Number of conducted trainings Number of training participants								▪	▪				Capacity to deal with the dispute-related administrative processes is increased	Legal Department CEC Training Center
		3.1.5 Conduct trainings for the DEC officials and lawyers on legislature issues, dispute resolutions	Number of conducted trainings Number of training participants						▪	▪	▪	▪				Election Administration's qualification in legislative issues and dispute resolutions is improved	Legal Department CEC Training Center

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3.2	**Ensure electoral integrity** *Ensure integrity of electoral processes by addressing vulnerabilities and mitigating risks*	3.2.1 Implement Electoral Integrity Management Plan of Election Administration	Electoral Integrity Management Plan is updated accordingly				▓	▓	▓							Electoral Integrity Management Plan is implemented	Working group
		3.2.2 Draft monitoring and assessment plan on Electoral Integrity Management Plan of Election Administration	Monitoring and assessment plan on Electoral Integrity Management Plan of Election Administration is prepared Information is provided by CEC structural units on activities implemented in accordance to the Electoral Integrity Management Plan of Election Administration	▓	▓	▓										Assessment of Electoral Integrity Management Plan of Election Administration is implemented, relevant plan is developed	Working group
3.3	**Ensure inclusive electoral environment** Ensure equal and accessible electoral environment *Improve existing mechanisms for disseminating election related information to stakeholders*	3.3.1 Inform persons with disabilities about the services available for them	Informative promo about services available for PWDs is prepared Number of TV channels where informative promos are streamed Information about the sequence of candidates in the ballot paper is recording in audio-format and dispersed for voters with visual impairment All informative promos of CEC is supported by sign language CEC news briefings on E-day is supported by sign language								▓	▓	▓			Information for PWDs is accessible	Public Relations Department Coordination, Planning and Reporting Department

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		3.3.2 Train staff members (trainer, district/precinct) of Election Administration to ensure inclusive electoral environment	Meetings with DEC members for ensuring inclusive electoral environment are held Training of Trainers (Tot) about ensuring inclusive electoral environment is held During the trainings PEC members are also trained about the code of ethics and behavioral norms on how to treat PWDs on E-day				▓	▓	▓	▓	▓	▓	▓			Awareness of employees of Election Administration on inclusive electoral environment is increased	Coordination, Planning and Reporting Department Electoral Processes Management Department CEC Training Center
		3.3.3 Fully consider the needs of PWDs while equipping PECs	Magnifying lens/tactile ballot guide for blind voters are placed in every election precinct Not less than 2 magnifying sheets for visually impaired voters are placed in each election precinct Special polling booths are located in adapted polling stations and available to voters using wheelchair Poster informing voting procedure to deaf voters and voters with hearing impairment is located in every election precinct			▓	▓	▓	▓	▓	▓	▓	▓			Independent participation of PWD's in voting process is improved	Coordination, Planning and Reporting Department Electoral Processes Management Department Finance Department CEC Training Center District Election Commissions
		3.3.4 Work with local self-government bodies on a regular basis to adapt PECs	Meetings are held Not less than (40 %) of election precincts are adapted Information on adapted election precincts is prepared and available at the CEC web page				▓				▓	▓	▓			Number of adapted election precincts is increased	Coordination, Planning and Reporting Department Electoral Processes Management Department District Election Commissions

№	Objective		Activity	Indicator	I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	Result	Resource / Responsible Unit
		3.3.5	Inform ethnic minority voters	Informative Promo on the services available for ethnic minority voters is prepared All CEC informative promos are translated into Azerbaijani and Armenian languages Number of TV channels where informative promos are streamed Information on participation in elections is disseminated via Press (Armenian and Azerbaijani languages)								▓	▓	▓			Information for ethnic minority voters is accessible	Public Relations Department Coordination, Planning and Reporting Department
		3.3.6	Inform ethnic minority voters on election procedures of E-day	Meeting with relevant members of DECs is held Relevant DECs conducted informative meetings for voters located in regions densely populated by ethnic minorities Number of municipalities								▓	▓	▓			Ethnic minority voters are informed about voting procedures	Coordination, Planning and Reporting Department Electoral Processes Management Department CEC Training Center Relevant District Election Commissions
		3.3.7	Ensure translation of election documents for ethnic minority representatives	Number of materials and material types translated into Armenian and Azeri languages							▓	▓	▓				Election documentation is accessible for ethnic minority representatives	Coordination, Planning and Reporting Department CEC Training Center

№	Objective		Activity	Indicator	Term for Implementation												Result	Resource / Responsible Unit
					I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
3.4	**Support the development of environment with greater gender equality** *Develop and implement the Election Administration's gender equality policy; encourage women's participation in political and public life*	3.4.1	Develop/ improve gender policy of Election Administration	Employees of the CEC Apparatus are familiar with Gender Policy Document Not less than in five regional centers members of DEC and electoral stakeholders are familiar with Gender Policy Document Number of informed DECs and organizations Number of conducted meetings				▓	▓	▓	▓						Employees of Election Administration are informed about gender policy	Gender Equality Commission Electoral Processes Management Department
		3.4.2	Take gender equality into consideration when drafting study programs and materials developed by Election Administration	Gender Equality Commissions' recommendations are considered during developing the study programs; Gender Equality Commission of Election Administration is involved in drafting relevant study programs and materials	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	Gender Equality aspect is considered in study programs and materials developed by Election Administration; Study programs and materials developed by Election Administration contributes to gender sensitive education	Gender Equality Commission CEC Training Center
		3.4.3	Raise awareness among electoral stakeholders on gender equality issues in election context	Number of conducted events Electoral stakeholders participation in organized events Number of participants	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	Awareness of electoral stakeholders is increased on gender equality issues	Gender Equality Commission CEC Training Center
		3.4.4	Consider and/or support gender equality issues while organizing grant competitions	Number of financed projects that considers gender equality aspects Amount of allocated funds	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	Gender equality issues are considered while organizing grant competitions	CEC CEC Training Center

№	Objective		Activity	Indicator	Term for Implementation												Result	Resource / Responsible Unit
					I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
		3.4.5	Train potential female candidates on election procedures	Number of trainings Number of parties nominating participants Number of participants Number of registered female participant candidates								▓	▓	▓			Training of potential female candidates is conducted	Gender Equality Commission CEC Training Center
		3.4.6	Process election data according to gender composition and publish on the CEC web page	Gender disaggregated data on voters, candidates, observers and employees of Election Administration w is processed based and published on web page	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	Gender disaggregated election data is processed and published at the CEC web page	Coordination, Planning and Reporting Department Electoral Processes Management Department Registration and Administrative Department Informational Technologies Department

№	Objective	Activity	Indicator	Term for Implementation												Result	Resource / Responsible Unit
				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
Strategic Pillar 4: Electoral Operations																	
Ensure Election Day is organized on a highly professional level; Provide public with ongoing election processes and results in an efficient and timely manner and ensure transparency																	
4.1	**Organize and conduct elections**	4.1.1 Organize and conduct the Municipal Elections	Schedule of electoral activities is approved Distribution and usage of state funds (cost estimation) allocated for elections is approved Competitions for recruiting PEC and DEC members are organized Registration of electoral subjects and electoral stakeholders is ensured Forming the unified list of voters for E-day is completed Electoral process is organized according to the schedule of electoral activities Legal maintenance of election is ensured Elections are held Results are summarized and published								▮	▮	▮			Municipal Elections are organized and conducted	CEC All Structural Units
		4.1.2 Purchase necessary inventory/materials for conducting elections	Procurement procedures are implemented Election inventory is purchased Inventory distribution is implemented	▮	▮	▮	▮	▮	▮	▮	▮	▮				Necessary inventory is ensured for elections and E-day	Finance Department Electoral Processes Management Department

№	Objective		Activity	Indicator	Term for Implementation												Result	Resource / Responsible Unit
					I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
4.2	**Increase qualification standards of DEC and PEC members** *Increase theoretical and practical knowledge of Election Administration's staff on election procedures* *Develop recourses of Election Administration*	4.2.1	Develop, renew and implement study programs for PEC and DEC members	Training methodology is defined Training syllabus is elaborated Training materials are developed/updated Training programs are implemented Monitoring/assessment is implemented							▮	▮	▮	▮			Trainings for PEC and DEC members are conducted	CEC Training Center Electoral Processes Management Department
4.3	**The earliest announcement of election results** *Advance internal processing of election results within the Election Administration* *Timely provide public with election results*	4.3.1	Analyze capacity of modern technologies in terms of voting and vote counting process	The existing practice of data (results) transfer is analyzed Best practices of utilization of modern technologies for the purpose of voting and vote counting process is studied	▮	▮	▮										Possibility of utilizing modern technologies is studied	Informational Technologies Department Information Security Manager Electoral Processes Management Department Public Relations Department Legal Department
4.4	**Provide stakeholders with timely and accurate election-related information** *Provide public with timely and comprehensive information* *Ensure high level of transparency*	4.4.1	Organize CEC call center	Contest to recruit call center operators is organized Agenda of trainings for qualification raising is developed Qualification of operators is increased Statistics on call center							▮	▮	▮	▮			CEC call center provided service to all interested persons	Coordination, Planning and Reporting Department Human Resources Management Service Registration and Administrative Department Legal Department CEC Training Center

№	Objective		Activity	Indicator	Term for Implementation												Result	Resource / Responsible Unit
					I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
		4.4.2	Improve the process of maintaining the registry of complaints	Personal data privacy issues are considered Instructions are provided to the DECs Precise Information is reflected in the complaint registry							█	█					Complaint registry is improved	Legal Department Electoral Processes Management Department
		4.4.3	Process/publish results of elections and other public statistical data	Data processing rules and forms are developed Data processing system is created Statistical data is processed and published accordingly		█	█	█	█	█	█	█	█	█	█	█	Mechanism for data processing is created	Informational Technologies Department Coordination, Planning and Reporting Department