2018 ACTION PLAN OF ELECTION ADMINISTRATION

CEC
ELECTION ADMINISTRATION
OF GEORGIA

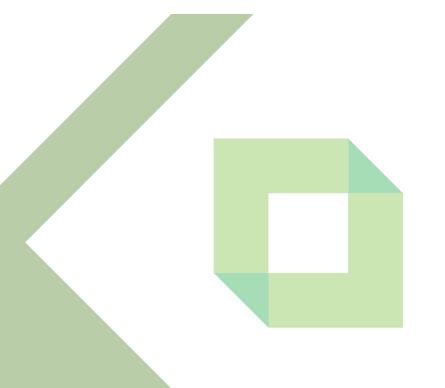# CENTRAL ELECTION COMMISSION OF GEORGIA

INTRODUCTION

2018 Action Plan of the Election Administration (Action Plan) represents the set of activities to be implemented in 2018 which is defined by the Central Election Commission (CEC) of Georgia on the basis of 2015-2019 Strategic Plan of the 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 as well as 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 the EA, developing the Action Plan also serves to the implementation of the budget of the administration.

Given that, the Presidential Election of Georgia is to be held in 2018, Action Plan envisions those priority activities which will support the administering of the elections on a higher level.

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PROCESS OF DEVELOPING ACTION PLAN

2018 Action Plan of the EA is designed according to the rule of planning, reporting, and monitoring of the activities of the EA which is approved by the CEC based on the information derived from the CEC structural units and its training center.

The final document of the 2018 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 of the project proposal of the action plan. The document clearly defines strategic priorities, strategic objectives, planned activities to achieve these objectives, measurable indicators, terms, expected results, resources as well as responsible structural units.

In addition, the plan envisages the activities to be implemented in 2018 based on the Risk Management Plan of the Election Administration of Georgia. The final document was submitted to the CEC for approval.

REPORTING

According to the rule of planning, reporting, and monitoring of the activities of the Election Administration, the heads of the CEC structural units submit quarterly and annual reports to the CEC Chairperson. On the basis of information derived from the structural units, 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 will hold the meeting where participants present and evaluate summary reports on the implementation of the activities defined by the Action Plan as well as the implementation of other supporting activities. Meeting participants also discuss the draft of the next year Action Plan of the EA.

Please see the **CEC ordinance** on approving the 2018 Action Plan of the Election Administration.

Strategic Pillar #1: Institutional Strengthening
Strengthen independence, professionalism and credibility of 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 (I–XII)	Result	Resource / Responsible Unit
1.1	**Ensure Effective EMB Management** Improve organizational policies, structure and procedures. Improve planning, monitoring and evaluation processes. Improve prctice of internal communication.	1.1.1 Improve/review the rule of planning, reporting, and monitoring of the activities of the Election Administration	No less than two recommendations are considered	I, II, III	Planning and reporting processes are improved	Coordination, Planning and Reporting Department
			Reporting system is adopted at District Election Commissions (DEC) DEC members undergone training on reporting Number of participants	IV, V, VI		
		1.1.2 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	I, II, III, IV, VIII, IX	Internal reporting process is implemented	Coordination, Planning and Reporting Department
			Report on October 21, 2017 Municipal Elections is prepared	I	Report on October 21, 2017 Municipal Elections is submitted to the Parliament	
			Report on the activities of the Election Administration during 2017 is prepared Public event for report's presentation is held	I, II, III	Electoral stakeholders are informed on activities implemented by the Election Administration in 2017	
			Interim report on elections to be held in 2018 is prepared Report is presented to the media and local NGO representatives Report is presented to the diplomatic missions and international organizations' representatives	VIII, IX, X	Electoral stakeholders are informed on activities implemented for elections to be held in 2018	
		1.1.3 Elaboration of DEC activities plan	Meetings with DEC are held Action plan is prepared	I, II	Activity planning in DECs is improved	Electoral Processes Management Department
		1.1.4 Discussion of the implementation of the Action Plan for the current year and review of the next year's plan	Working meeting with CEC members, structural units, and director of the CEC Training Center was held	X, XI	2019 Action Plan is approved	Coordination, Planning and Reporting Department
		1.1.5 Conduct internal audit of the Election Administration and organization under the CEC state control	Internal audit is conducted in no less than 2 structural units	I, II, III, IV	Audit reports are submitted to the CEC Chairperson	Internal Audit Department
			2019 Internal audit plan is prepared and submitted	X	Internal audit annual plan is approved	
		1.1.6 Elaborate recommendations on the basis of the needs revealed through the internal audit and monitor the implementation	Relevant recommendations are prepared and submitted	IV, V, VI	Monitoring report is submitted to the CEC Chairperson	Internal Audit Department
			Implementation of recommendations is monitored	VIII, IX, X, XI		
		1.1.7 Implementation of all important information system's audit in the CEC in terms of security	All important information systems of the CEC are defined	I, II		

№	Objective	Activity	Indicator	Term for Implementation												Result	Resource / Responsible Unit
				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
			Audit of all important information systems at the CEC is conducted, risks are identified				X	X	X							Information system audit in terms of security is conducted	Information Security Manager
			Relevant recommendations are submitted to the CEC Chairperson							X							
		1.1.8 Ensure informational security	Procedure's analysis for information security is conducted	X	X	X	X	X								Current procedures in terms of information security are improved	Information Security Manager
Information Security Council
			Relevant recommendations are submitted to the council							X	X	X					
			Action plan is prepared based on the council's decision										X	X	X		
		1.1.9 Develop, implement and certify the quality management system according to the international standards	Working group is created	X	X											Quality of management system of the Election Administration is improved

Quality of management of electoral processes is improved | Working Group

Human Resources Management Department

Finance Department

Coordination, Planning and Reporting Department |
			Procurement of service of quality management system is planned and implemented		X	X										
			Management's audit is conducted				X	X								
			Report on necessity of amendments is prepared				X	X								
			Amendment plan is prepared				X	X								
			Amendments are made						X	X	X					
			Certificate audit is conducted									X				
			(ISO) management certificate is received									X	X			
		1.1.10 Improve communication between CEC and DEC during election and non-election period	Technical task for creation of internal communication network/portal of the Election Administration is prepared	X	X	X										Internal communication process is improved at the Election Administration	Human Resources Management Department

Voters' List Formation and Informational Technologies Department |
			Rule for management of portal is prepared and approved								X					
			Online internal communication network/portal of the Election Administration is created				X	X	X	X	X					
		1.1.11 Improve financial management, state procurement, accounting, financial reporting in DEC	Instruction is updated	X	X	X											
			Training courses for DEC are conducted						X	X	X					
			Number of training participants						X	X	X					
		1.1.12 Analyze updated rule for funding of DEC during elections	Analysis of updated rule of funding is implemented	X	X	X										Financial management at DEC is improved	Finance Department
			Results of analysis are reflected in the CEC's relevant projects								X	X				
			Training materials are updated						X	X						
			Training courses are conducted for DEC						X	X						
			Number of participants						X	X						
		1.1.13 Improve the electronic system of accounting the property/supplies of the Election Administration	Selective and mandatory inventory plan is developed	X	X											Administration's property/supplies are fully recorded	Finance Department
			Relevant recommendations on asset accounting are prepared/submitted to DEC						X	X						
			Inventory is carried out according to the plan	X	X	X	X	X	X	X	X	X	X	X	X	
			Instruction for DEC on returning inventory to the CEC storage after elections is created	X	X	X										
		1.1.14 Analyze election expenses	Report(s) are prepared according to the standards	X	X											Information on election expenses is	Finance Department

№	Objective	Activity	Indicator	I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	Result	Resource / Responsible Unit
			Information is posted on website	X	X											published	Finance Department
		1.1.15 Digitalize the original documents at the 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	X						New documents are added to online archival database	Registration and Administrative Department
		1.1.16 Conduct anonymous survey of employees' satisfaction and motivation	Anonymous survey on satisfaction and motivation is conducted with the participation of no less than 70% of employees				X	X								Anonymous survey of employee satisfaction and motivation is conducted	Human Resources Management Department
			Survey results are analyzed						X	X							
			Relevant recommendations are prepared and submitted to the CEC management						X	X							
1.2	**Human Resources Development** *Create modern system of HR management* *Increase professional capacity of staff* *Ensure effective working environment*	1.2.1 Carry out the plan for staff retraining	Analysis on the necessity of training courses is carried out	X	X											Qualification of employees is increased	Human Resources Management Department
			Relevant report is submitted to the CEC Chairperson		X												
			Training's annual plan is approved		X												
			Number of conducted training courses / Number of trained employees	X	X	X	X	X	X	X	X	X	X	X	X		
		1.2.2 Carry out orientation training "review of elections and general course on the procedures" to newly appointed/elected employee at the Election Administration	Training course is modified (if applicable)	X	X			X								Engagement of new staff members and interns in the work of Election Administration is ensured	Human Resources Management Department CEC Training Center
			Number of conducted training courses/participants by Human Resources Management Department	X	X	X	X	X	X	X	X	X	X	X	X		
			Number of conducted training courses/participants by Training Center	X	X	X	X	X	X	X	X	X	X	X	X		
		1.2.3 Introduce mentoring practice	Rule for mentoring is developed	X	X											Practice of sharing professional experience is introduced	Human Resources Management Department
			Mentors are selected		X												
			Number of personnel who received mentoring						X	X	X	X	X	X	X		
		1.2.4 Organize certification of Election Administration officials	Possibilities to establish certification program in regions are examined	X	X											New possibilities of certification service are examined	Voters' List Formation and Informational Technologies Department Information Security Manager CEC Training Center Relevant District Election Commission
			Software is modified accordingly				X	X									Voters' List Formation and Informational Technologies Department
			Access of certified persons to the database is reflected in the provision	X	X	X										Certified persons may access data	CEC Training Center Legal Department
			Program is modified accordingly							X	X						Voters' List Formation and 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		
			No less than 1 certification exam is conducted Statistics on certification exam is prepared		█	█		█	█	█						Certification of the Election Administration's officials is conducted	Training Center Voters' List Formation and Informational Technologies Department
		1.2.5 Training of DEC members on media relations	Training methodology is defined Number of participants									█	█			DEC members' public speaking skills are improved	Public Relations Department Electoral Processes Management Department
		1.2.6 Participate in conferences, working meetings, observation missions	Official visits abroad is organized for the representatives of the Election Administration Number of official visits abroad Number of participants Reports on official visits is submitted	█	█	█	█	█	█	█	█	█	█	█	█	International experience is shared	Public Relations Department CEC Training Center
		1.2.7 Training courses on legal writing for DEC members	Training materials are updated Number of conducted meetings Number of trained DEC members Number of inaccuracies identified in legal acts drafted by DECs during election period				█	█	█							Process of drafting legal acts at DEC is improved	Legal Department Human Resources Management Department Electoral Processes Management Department
1.3	**Improve infrastructure** *Equip the organization with modern infrastructure* *Use innovative information technologie*	1.3.1 Create, engage and use modern electronic programs/softwares in electoral processes	Needs of developing softwares are identified softwares are created	█	█	█	█	█	█	█	█	█	█	█	█	New softwares are adopted in electoral processes accordingly	Voters' List Formation and Informational Technologies Department
		1.3.2 Update part of the server and increase information storage capacity	Server is purchased Information storage capacity is increased				█	█	█	█	█					Information storage capabilities at the server are improved	Voters' List Formation and Informational Technologies Department
		1.3.3 Capacity buliding of online registration program	Analysis of the work of the pilot program module for electoral registration of the election subjects (CEC / District) is implemented Technical task of the modules to be added to the online registration program is prepared and submitted: - online registration module for candidates of election subjects - online registration module for international, domestic observers and media - electoral registration module for representatives of election subjects (precinct) - module of appointing DEC and PEC members Modules are created Textbook/manual is designed on the use of program for training		█	█	█	█	█	█	█	█	█	█	█	Electoral registration process is simplified	Working Group Voters' List Formation and Informational Technologies Department Registration and Administrative Department Electoral Processes Management Department Human Resources Management Department

№	Objective	Activity	Indicator	I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	Result	Resource / Responsible Unit
			Training course is conducted for program users Number of participants of training							▓	▓						
1.3.4		Advance the Election Process Management Systems (EPMS)	Technical task for adding relevant changes to EPMS are prepared and submitted		▓	▓	▓										Electoral Processes Management Department Voters' List Formation and Informational Technologies Department
			DEC legal acts management module is created in EPMS for posting it on the CEC website							▓	▓	▓	▓	▓	▓	Possibility to obtain the information required to administer the elections is increased	
			Rule of functioning of EPMS is elaborated				▓	▓									
			Changes to the programe are made							▓	▓	▓	▓	▓			
			DEC received program instruction Number of participants								▓						
1.3.5		Create electronic program of planning and reporting	Technical task of program is prepared and submitted	▓	▓												Coordination, Planning and Reporting Department Voters' List Formation and Informational Technologies Departments
			Electronic program is created				▓	▓	▓	▓	▓	▓	▓	▓	▓	Planning and reporting process is simplified	
			Rule/instruction of use of program is developed							▓	▓						
			Pilot program is adopted										▓	▓			
1.3.6		Improve defence system against cyber attack	Defence system against cyber attack is examined and updated accordingly Monitoring system is launched Identification of attempts to penetrate into information systems is possible Preventive measures are taken	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	Risk of violating the integrity of information systems is reduced	Voters' List Formation and Informational Technologies Departments Information Security Manager
1.3.7		Introduce the system for quick sending and monitoring of the information on E-day incidents	Election-related incidents are classified		▓												Working Group Electoral Processes Management Department Legal Department Voters' List Formation and Informational Technologies Departments District Election Commission
			Rule of information delivery on incidents is created				▓										
			Quick sending and monitoring system on E-day incidents for information's speedy delivery is created and piloted through text messages						▓	▓	▓					Possibility to access information on incidents within shortest possible time is created	
1.3.8		Arrange CEC archive	Storage is equipped with stacks		▓	▓	▓										Registration and Administrative Department
			No less than 7 multifunctional scanners are purchased		▓	▓										Possibility of storage of archived materials is increased	
1.3.9		Establish web-based/online chancellery	Simplified and accessible environment is created for natural/legal persons to request and receive information	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓			Possibility to request information for natural/legal persons is simplified	Registration and Administrative Department Voters' List Formation and Informational Technologies Departments
1.3.10		Improve infrastructure of the Election Administration	Number of implemented infrastructural projects at the CEC	▓	▓	▓	▓	▓	▓	▓	▓					Election Administration's	

№	Objective	Activity	Indicator	Term for Implementation												Result	Resource / Responsible Unit
				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
			Number of implemented infrastructural projects by DEC	█	█	█	█	█	█	█	█					infrastructure is improved	Finance Department
		1.3.11 Support the process of locating polling stations in appropriate buildings	Meetings are held with relevant entities				█	█								Polling stations are located according to the plan	Electoral Processes Management Department District Election Commissions Coordination, Planning and Reporting Department
			According to standards, information is retrieved and processed on adapted building-premises from responsible entities				█										
			Plan of locating polling station is developed and alternative possibilities are identified						█								
			Number of adapted election precincts according to the standards									█	█			According to the standards, information on adapted election precincts is available on website	
1.4	**Promote the image** *Increase level of trust towards the Election Administration among stakeholders and voters* *Position the CEC as a regional leader, offering its expertise in the election management field*	1.4.1 Carry out image/advertisement campaign	Image/advertisement concept is updated	█	█											Image/advertisement concept goals are achieved	Public Relations Department
			Image campaign is carried out				█	█	█	█	█						
		1.4.2 Organize an event dedicated to the 100th anniversary of the first democratic elections	Event's concept and plan is developed	█												Activities dedicated to the 100th anniversary of the first democratic elections is planned	Public Relations Department
		1.4.3 Offer consultative mechanisms and share best practices with other countries' EMBs	Number of conducted consultative events	█	█	█	█	█	█	█	█	█	█	█	█	Best practices of the Election Administration of Georgia are shared with other countries' EMBs	CEC CEC Training Center
			Number of participant EMBs	█	█	█	█	█	█	█	█	█	█	█	█		
		1.4.4 Organize annual meeting of EMBs	Theme of the conference is defined	█												Annual Meeting of Election Management Bodies (EMB) is held	Public Relations Department Finance Department
			Participants are invited	█	█												
			Number of participant organizations and representatives	█													
			Logistics of the conference is ensured	█													
		1.4.5 Implementation of projects and programs in partnership with other countries' EMBs and international organizations	Number of projects and programs considering the need	█	█	█	█	█	█	█	█	█	█	█	█	Partnership with other countries' EMBs and international organizations is intensified	CEC CEC Training Center
		1.4.6 Organize social events	Following social campaigns are conducted: for the beneficiaries at Elderly Care Facility with participation of PWDs blood donation campaign			█	█						█			Social campaigns are organized	Human Resources Management Department Public Relations Department

№	Objective	Activity	Indicator	I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	Result	Resource / Responsible Unit
Strategic Pillar #2: Civic and Voter Education																	
Increase the level of civic engagement through educational programs; increase voter turnout and number of informed voters																	
	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 campaign	Information/media campaign is implemented Number of materials displayed on TV, radio, press and internet Number of information materials							█	█	█	█	█		Information campaign for voters is implemented	Public Relations Department
		2.1.2 Conduct informational-learning program for XI-XII graders at public schools	Study materials are prepared		█	█										Study course for XI-XII graders at public schools is implemented	CEC Training Center District Election Commissions
			Training of trainers (ToT) is conducted Number of training courses				█	█									
			Training course is conducted Number of municipalities Number of public schools Number of students				█	█									
		2.1.3 Conduct the learning course "Electoral Law" at higher education institutions	Study material is elaborated	█	█						█	█				Semester learning course on "electoral law" is implemented	CEC Training Center
			Number of higher education institutions Number of participants	█	█	█	█	█	█		█	█	█	█			
		2.1.4 Conduct informational course for young voters (I, II course)	Informative materials are prepared					█								Informational course for young voters (I, II course) is implemented	CEC Training Center
			Number of conducted informative meetings Number of participants					█				█	█				
		2.1.5 Implement learning project "Electoral Development School"	Working group is created	█												Pool of employees for electoral processes is created	Working Group CEC Training Center Electoral Processes Management Department Finance Department District Election Commission
			Study materials are updated			█	█	█									
			Training of trainers (ToT) is conducted Number of trainers						█	█							
			Logistics of project is ensured						█	█							
			Study course is conducted Number of DECs involved in project Number of participants Database is updated and an access to the data of participants is created								█						
			Report on implemented project is submitted											█	█		
		2.1.6 Carry out study project "Courses for Electoral Administrators"	Study materials are updated	█	█											Pool of potential DEC and PEC members is created	CEC Training Center Electoral Processes Management Department District Election Commission
			Training of trainers (ToT) is conducted			█	█										
			Potential members of the Election Administration (district, precinct) are retrained				█	█	█								
			Database on retrained persons is updated and an access to the data of participants is created				█	█	█								
		2.1.7 Develop effective mechanisms for informing out-of-country voters	Informational video-clip is prepared								█	█	█			Out-of-country voters are informed	Public Relations Department
			Number of news channels where video-clip is streamed								█	█	█	█			

№	Objective	Activity	Indicator	Term for Implementation												Result	Resource / Responsible Unit
				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
		2.1.8 Carry out "Talk to Voters" project	Project concept is updated	█	█											Voter awareness raising campaign is conducted	Public Relations Department
			Plan is developed	█	█												Coordination, Planning and Reporting Department
			Informational materials are prepared			█	█										Electoral Processes Management Department
			Variety of prepared materials			█	█										Finance Department
			Variety of brand products			█	█										CEC Training Center
			Instruction/meetings are conducted with DEC			█	█										District Election Commission
			Logistics is ensured				█										
			DEC held meetings with stakeholders					█	█								
			Informational meetings for voters are held including in regions densely populated with ethnic minorities					█	█								
			Meetings are held for persons with disabilities					█	█								
			Informational campaign "Find Yourself, Find Your Election Precinct" is held								█	█					
			Informational campaigns: "Come to Vote", "E-day procedures" are held										█				
			Project report is prepared (number of campaigns including variety of brand products delivered in regions densely populated with ethnic minorities)												█		
2.2	**Develop electoral culture** *Design and implement creative civic education projects that engage stakeholders and the general public* *Increase public awareness about the electoral process and political culture*	2.2.1 Conduct study programs for stakeholders	Study programs are designed							█	█	█				Study program for stakeholders is implemented	CEC Training Center
			Study programs are conducted								█						Legal Department
			Number of participant parties/subjects								█						
			Number of non-governmental local observer organizations								█						
			Number of media outlets								█						
			Number of state entities								█						
			Number of participants								█						
		2.2.2 Organize events aiming at promotion of elections	Number of Open Door days held at the CEC	█	█	█	█	█	█	█	█	█	█	█	█	Information campaign for voter is implemented	Public Relations Department
																	Coordination, Planning and Reporting Department
																	CEC Training Center
		2.2.3 Technical assistance and promotion of internal elections in different organizations / institutions	Number of organizations that were provided with technical assistance based on their demand	█	█	█	█	█	█	█	█	█	█	█	█	Technical assistance is provided for internal elections in different organizations / institutions	Finance Department
																	Electoral Processes Management Department
2.3	**Promote Civil Society Engagement**	2.3.1 Organize grant competitions	Priorities are defined		█	█	█										

№	Objective	Activity	Indicator	Term for Implementation												Result	Resource / Responsible Unit
				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
	Support the capacity building of the civil society to ensure increased participation of society in electoral processes		No less than 1 grant contest is conducted Number of funded projects Budget of funded projects Geographic area of funded projects			▓	▓	▓	▓	▓						Civil society engagement is ensured	CEC CEC Training Center
			Reports of projects and monitoring results are submitted to the CEC								▓	▓	▓	▓	▓		
		2.3.2 Hold meetings of the working group at the CEC	Number of meetings (PWDs, gender equality issues, ethnic minorities, technical group and other)	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	Working group members are informed about the Election Administration's plan and activities	Coordination, Planning and Reporting Department Public Relations Department Gender Equality Council

№	Objective	Activity	Indicator	Term for Implementation												Result	Resource / Responsible Unit
				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

№	Objective	Activity	Indicator	I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	Result	Resource / Responsible Unit
3.1	**Support improved legal framework** *Ensure compatibility of electoral legislature with international standards* *Draft legislative proposals*	3.1.1 Make legal analysis of the conducted elections and prepare recommendations	Legal acts issued by CEC and DEC are analyzed			■	■									Based on the submitted proposals of the CEC, election legislation is improved	Legal Department
			Legislative proposals for amendments to the election code are prepared				■	■									
			Package of legislative amendments is submitted to Parliament of Georgia					■	■								
		3.1.2 Analyze reports of local and international organizations on the conducted elections and prepare recommendations	Reports of local and international organizations are analyzed			■	■									Recommendations given to the Election Administration are considered to the degree possible	Coordination, Planning and Reporting Department; Legal Department
			Recommendations are prepared and submitted			■	■										
		3.1.3 Consider international standards and good practice in legal acts of the Election Administration	Comparative analysis of legal acts of Election Administration is made							■	■					Good practice is envisaged during issuing legal acts of the Election Administration	Legal Department
			Analysis of legal acts, international standards and good practice document is prepared									■	■				
			Number of legal acts of the Election Administration that are in line with standards and good practice										■				
		3.1.4 Update election dispute resolution (EDR) textbook, updated document of uniform practice and hold meetings with NGO's (if relevant legislative amendments are made)	Manuals are updated							■	■					Textbooks are updated	Legal Department
			Meetings are held / Number of conducted meetings / Number of participants							■	■						
		3.1.5 Strengthen the capacity of administrative proceedings related to the disputes of the CEC and the DEC	Action instruction to improve capacity of administrative proceedings is updated			■	■									Capacity of administrative proceedings related to the disputes at CEC and DEC is increased	Legal Department; CEC Training Center
			No less than 7 regional working meetings were held with DEC on prepared instruction / Number of meetings				■	■	■	■							
		3.1.6 Ensure training programs on legislative issues and election disputes at all levels of the Election Administration	Training program is designed				■	■								Training programs in legislative issues and election disputes are conducted	Legal Department
			No less than 7 training courses are conducted / Number of participants					■	■	■							
3.2	**Ensure electoral integrity** *Ensure integrity of electoral processes by preventing election-related risks*	3.2.1 Ensure safe electoral processes	Activities are implemented according to the plan of Electoral Integrity Management Plan	■	■	■	■	■	■	■	■	■	■			Safe electoral processes are ensured	Working Group
			Memorandum of Understanding is signed between the CEC and the Ministry of Internal Affairs									■	■				
			Code of Conduct if signed between the CEC and local observer organizations									■	■				
			DEC received training courses									■	■				
			Measures are taken for DEC safety									■	■				

№	Objective	Activity	Indicator	Term for Implementation												Result	Resource / Responsible Unit
				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
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	Informative promo about services available for PWDs is prepared Number of TV channels where informative promos are streamed								▓	▓	▓			Information for PWDs is accessible	Public Relations Department Coordination, Planning and Reporting Department
			Information to blind voters on the sequence of candidates in the ballot paper is available on the CEC website									▓	▓				
			All informative promos of CEC is supported by sign language				▓	▓	▓	▓	▓		▓	▓			
			CEC news briefings on E-day is supported by sign language										▓				
		3.3.2 Retrain staff members (trainer, district/precinct) of the Election Administration to ensure inclusive electoral environment	"Code of ethics and behavioral norms on how to treat PWDs on E-day" - training module for PEC members is updated Practical assignment is added to the training module on use of accessible supporting means (tactile ballot guide, magnifying lens, poster of polling, and special polling booth) for PEC members on E-day	▓	▓											Employees of the Election Administration on supporting inclusive electoral environment are retrained	Coordination, Planning and Reporting Department Working Group CEC Training Center
			Meetings with DEC members on supporting inclusive electoral environment is held				▓	▓	▓								
			Training of Trainers (ToT) for supproting inclusive electoral environment is held PEC members are retrained on code of ethics and behavioral norms on how to treat PWDs on E-day								▓	▓	▓				
		3.3.3 Fully consider the needs of PWDs while equipping PECs	Tactile ballot guide for blind voters is updated accordingly and placed 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 Working Group District Election Commissions CEC Training Center
			No less than 2 magnifying sheets for visually impaired voters are placed in each election precinct														
			Special polling booths are renewed accordingly, located in adapted polling stations and are available to voters using wheelchair A road sign is posted at adapted polling stations if there is an alternative entrance				▓	▓	▓	▓	▓	▓	▓				
			Poster informing voting procedures to deaf voters, voters with hearing impairment, and beneficiaries of support is updated and located in every election precinct														
		3.3.4 Inform ethnic minority voters	Informative promo on the services available to ethnic minority voters is prepared								▓	▓	▓			Information for ethnic minority voters is accessible	Public Relations Department Coordination, Planning and Reporting Department
			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 in Armenian and Azerbaijani languages								▓	▓	▓				

№	Objective		Activity	Indicator	Term for Implementation												Result	Resource / Responsible Unit
					I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
		3.3.5	Translate electoral documentation for ethnic minorities	Number and variety of translated materials into Armenian and Azerbaijani languages								▓	▓	▓			Electoral documentations/information material us accessible to ethnic minorities	Coordination, Planning and Reporting Department CEC Training Center
3.4	**Support gender-balanced environment** *Develop and implement the Election Administration's gender equality policy; encourage greater participation of women in political and public life*	3.4.1	Reflect aspects of gender equality in study programs and materials of the Election Administration			▓	▓	▓	▓	▓	▓	▓	▓	▓			Gender Equality aspects are considered in study programs and materials developed by the Election Administration	Gender Equality Council CEC Training Center
		3.4.2	Raise awareness of electoral stakeholders on gender equality issues in terms of elections	Materials are prepared Number of conducted events and participants Participation in the events organized by electoral stakeholders		▓	▓	▓	▓	▓	▓	▓	▓	▓			Awareness of electoral stakeholders on gender equality issues is increased	Gender Equality Council
		3.4.3	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
		3.4.4	Process election data according to gender composition and publish on the CEC website	Gender disaggregated data on voters, candidates, observers and employees of the Election Administration is processed and published on the website								▓	▓	▓			Gender disaggregated election data is available	Electoral Processes Management Department Registration and Administrative Department Voters' List Formation and Informational Technologies Department Coordination, Planning and Reporting 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 Presidential Election of Georgia	Schedule of electoral activities is approved							X	X					Presidential Election of Georgia is organized and held	CEC All Structural Units District Election Commissions
			Distribution and allocation of state funds (cost estimation) allocated for elections is approved	X													
			Competitions for recruiting PEC and DEC members are organized								X	X					
			Registration of electoral subjects and electoral stakeholders is ensured								X	X					
			Forming the unified list of voters for E-day is completed								X	X	X	X			
			Electoral processes are organized according to the schedule of electoral activities									X	X				
			Legal maintenance of election is ensured						X	X	X	X	X				
			Elections are held										X				
			Results are summarized and published											X			
		4.1.2 Purchase necessary inventory/materials for conducting elections	Needs assessment research is conducted	X	X	X	X									Necessary inventory is ensured for elections and E-day	Finance Department Electoral Processes Management Department District Election Commissions
			Procurement procedures are implemented					X	X	X	X	X				
			Election inventory is purchased							X	X	X				
			Inventory distribution is implemented								X	X				
4.2	**Increase qualification standards of DEC and PEC members** *Increase theoretical and practical knowledge of the Election Administration's staff on election procedures* *Develop recourses of Election Administration*	4.2.1 Develop, update and implement study programs for PEC and DEC members	Training methodology is defined						X	X	X					Study programs for PEC and DEC members are conducted	CEC Training Center Legal Department Electoral Processes Management Department
			Training syllabus is elaborated						X	X	X					
			Training materials are developed/updated						X	X	X					
			Study programs are implemented									X	X			
			Monitoring/assessment is made											X	X	
		4.2.2 Conduct training courses to DEC on process of electoral registration and proceedings	Documents - instructions of electoral registration and proceedings textbook are updated							X						Process of proceedings is improved	Registration and Administrative Department
			No less than 150 DEC members received training course							X						
			Number of participants							X						

№	Objective	Activity	Indicator	Term for Implementation												Result	Resource / Responsible Unit
				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
4.3	**The earliest announcement of election results** *Advance internal processing of election results within the Election Administration* *Provide public timely 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 use of modern technologies for the purpose of voting and vote counting process are examined		■	■	■	■	■	■	■	■				Possibility of use of modern technologies are examined	Voters' List Formation and Informational Technologies Departments Information Security Manager/Specialist Information Security Manager/Specialist 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								■	■				CEC call center provided service to all interested persons	Coordination, Planning and Reporting Department Human Resources Management Department Registration and Administrative Department Legal Department CEC Training Center
			Agenda of training courses for qualification raising is developed								■						
			Operators undergone training courses								■	■	■				
			Statistics on call center's service is available on the website											■			
		4.4.2 Improve the process of maintaining the registry of complaints	Instructions on proceeding with registry of complaints are provided to the DECs Number of participants Precise Information is reflected in the complaint registry								■	■	■	■		Registry of complaints is advanced	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	■													Statistical data is published	Voters' List Formation and Informational Technologies Departments Coordination, Planning and Reporting Department
			Data processing program is created		■	■	■	■	■	■	■	■	■				
			Statistical data is processed and published accordingly										■	■	■		