



**CEC**  
ELECTION ADMINISTRATION  
OF GEORGIA

# STRATEGIC PLAN 2012 / 2015



# MESSAGE FROM THE CHAIRMAN

Improvement of the electoral environment depends significantly on the work of the electoral administration. Four consecutive elections are to be held in the upcoming three years: 2012 Parliamentary Elections and Adjara Highest Council Elections, 2013 Presidential and 2014 Local Self-Government Elections. The Election Administration should respond to this challenge. The present Strategic Plan is part of the process. The Strategic Plan outlines the mission, vision and guiding principles of the Georgian Election Administration as well as its strategic goals.

The present Strategic Plan covers the period of 2012-2015. After the affirmation of the Strategic Plan, the working group will continue its work to draw more detailed action plan. A Monitoring Group will submit annual reports to the Central Election Commission on the implementation of the Strategic Plan.

The Strategic Plan is a flexible document towards the changes and updates, carried out in the electoral environment.

We hope that this initiative will substantially improve the performance of the electoral administration and the electoral process in general.

Zurab Kharatishvili  
Chairman  
Central Election Commission of Georgia

# MISSION AND VISION OF THE ELECTION ADMINISTRATION

## Mission Statement

Our Mission is to conduct elections in a fair and law-abiding manner, while ensuring absolute credibility among voters and other stakeholders.

## Vision Statement

Central Election Commission is a public institution, which is oriented to improve working partnership and proactive interrelation with voters and other stakeholders, and to strengthen credibility of the society towards elections.

## Guiding Principles of the Election Administration

The election administration implements its strategy based on the following principles:

1. Transparency, publicity and accountability;
2. Independence and impartiality;
3. Rule of law

## **Transparency, Publicity and Accountability**

Election process and the election administration activities are transparent; all the information necessary for electoral stakeholders or society is open and accessible.

The Election administration is guided by the principles of mutual respect and information sharing with stakeholders.

The Election Administration ensures publicity of its regular reports on the plans, ongoing activities and performance.

## **Independence and Impartiality**

The Election Administration is an independent and impartial referee which is free from any political influence.

The Election Administration enhances and ensures the quality of its independence through achieving sustainability in finance, logistics and human resources.

The Election Administration is not participating in political discussions and is free from political sympathy.

## **Rule of Law**

Election Administration is subordinated only to Law in its activity.

# Strategic Goals

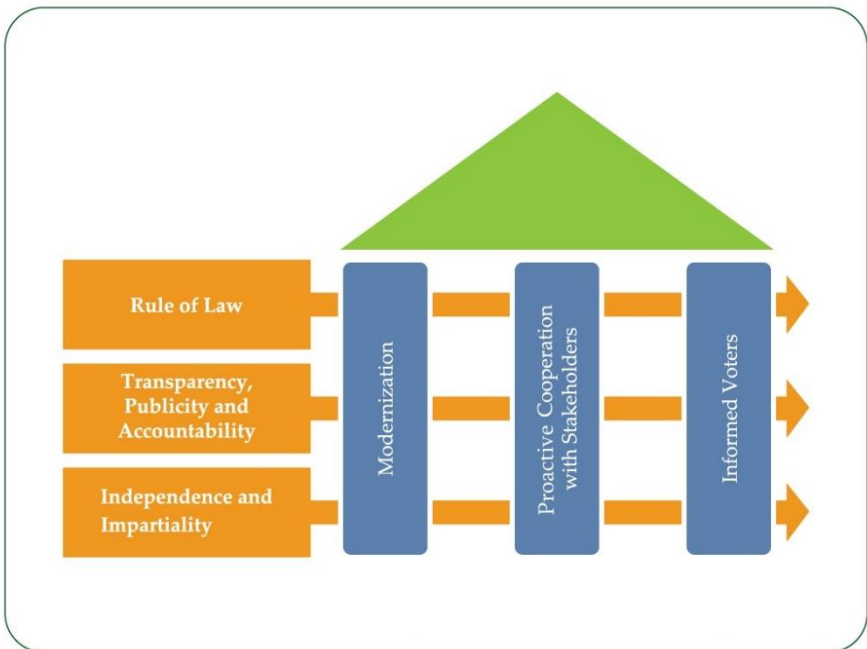
The Election Administration aims to attain the following strategic goals:

Goal #1 – Modernization

Goal #2 – Proactive Cooperation with Stakeholders

Goal #3 – Informed Voters

## Towards the Strategic Objectives



# Modernization of the Election Administration

## Goal #1 – Modernization

Modernization of the Election Administration implies to settle the following issues:

Structural reform of the organization;

Improvement of management;

Human Resources development;

Improvement of the logistical and technical base;

Technological Development.

## Reforming Election Administration

The Election Administration is dynamic, flexible and compact that maintains the institutional memory, ensures minimal financial expenditures and electoral circle planning in the non-election period.

During the election period the election administration has the flexibility to expand (recruit people and add structural units) and administrates elections through effective internal communication mechanisms.

## **Improvement of Management**

Functions of the election administration units are relevant to their capacities, clearly divided and detailed.

Management system improvements will be undertaken through introducing modern methods of project planning and management, which includes: increasing flexibility of organizational structure, financial and human resource optimization, implementation and gradual inculcation of the electoral circle and risk management system, electronic case management system and regular reporting systems.

## **Human Resources Development**

The employees of the Electoral Administration are competent and professional people and their qualification are relevant to their Terms of References.

Recruitment process is based on a fair competition giving equal opportunities to everyone despite their political, gender, ethnic belonging or any other grounds.

For ensuring HR management efficiency it is desirable to strengthen professional ethics standards, introduce and implement effective staff appraisal and incentive mechanisms, develop detailed terms of references for each position; conduct mandatory trainings, attestation and certification programs, introduce distance and electronic learning courses.

## **Improvement of the logistical and technical base**

The Electoral Administration is equipped with necessary logistical and technical base which ensures the effective management, swift internal

and external communication.

To improve the working conditions of District Electoral Commissions is essential, and provide with the new offices outside the self-government buildings in case of need and equip the new offices according to modern standards.

### **1.5. Technological development**

The Election administration actively uses internet technologies in its internal communications, in public and stakeholder relations. Herewith, social networks having the permanently increasing base are considered as important tool for voter education.

## **Goal #2 – Proactive Cooperation with Stakeholders**

In the purpose of proactive cooperation with the stakeholders, the election administration generates the related information and shares it with stakeholders immediately on a permanent basis.

Cooperation between the Election administration and stakeholders is based on the principle: respect and exchange of information.

Achievement the abovementioned goals implicates settling the following issues:

1. Improving communication channels;
2. Improving interrelation with stakeholders.



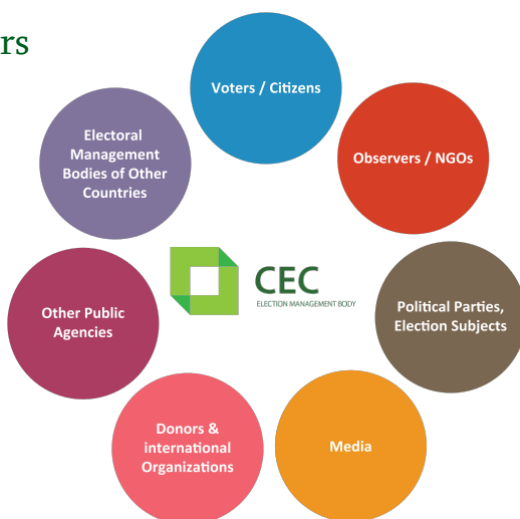
## 2.1 Improving communication channels

In order to unify efforts and coordinate activities, the Election Administration develops effective communication tools; informs stakeholders about the CEC plans and activities to ensure attaining effective communication lines; creates conditions of synergy while consideration significant issues.

Opinions and suggestions of the stakeholders are essential for the Election Administration, especially important are the Election Administration performance evaluation.

In the frame of proactive cooperation with the stakeholders, the electoral administration uses different communication means (media, social networks, direct links) and cooperation methods (consultation councils, joint initiatives, direct contacts, etc)

## Stakeholders



## 2.2. Develop interrelation with the stakeholders

In all stages of election process, the Election Administration maintains rapid and effective exchange of information with stakeholders.

The Election Administration keeps intensive contacts with media outlets and journalists, constantly updates them on the election administration's activities and runs media monitoring.

The Election Administration implements information exchange policy towards observer organizations and works in partnership with them.

The Election Administration promotes multilateral communication with political bodies, ensures transparency and publicity of all interactions with them.

The Election Administration uses all possible means of communication including media, social media and regional resource centres for communicating with voters.

Specific priorities are set to ensure implementation of the strategic goals; cooperation with donors is based on those priorities, and preference is given to communication and capacity development.

Cooperation with electoral administrations of other countries is aimed at sharing knowledge and experience, also gaining reputation at the international level.

The Election Administration leads by mutual respect and partnership with other public institutions and makes efforts towards their successful involvement in the election processes organization.

## Goal #3 – Informed Voters

The Election Administration promotes and deepens voters' civil and electoral culture, also encourages voters' active participation and promotes informed choice.

The Election Administration actively uses diverse tools for voter education, including inter alia, web-page, social networks, networks of active voters, networks of NGOs cooperating with civic education, and herewith, creates and implements instructive programmes oriented on deepening civic education and electoral culture.

In the frame of its voter education policy, the Election Administration puts special emphasis on ethnic minorities, vulnerable groups, youth and women to promote their civic participation.

### Voter Groups



The Election Administration strongly supports civic initiatives and provides assistance to the projects related to improvement election processes implemented by various stakeholders.

Election Administration implements intensive education programs in the regions through its regional resource centers which provide voters education, information and other services.

# Major Strategic Priorities

Modernization

Proactive Cooperation  
with Stakeholders

Informed Voters

Flexible Organizational  
Structure

Effective Domestic  
Communication

Increased Voter Activity

Exquisite Communication  
Lines

Constant and Rapid  
Generation of  
Information

Upgrading Electoral Culture

Dissociated and Detailed  
Functions

Party (side pieces)  
Involvement and Mutual  
Respect

Support Informed Choice

Activity Based on Project  
Management

Constant Exchange of  
Information

Encourage the Projects  
Oriented on Civic Education  
and Electoral Environment  
Improvement

Establish Intra Reporting  
System

Collaborative  
Environment

Create Civic Educational  
Programmes

Qualified Staff

Fair Contests

Stainless Professional  
Ethics

Improved Working  
Environment

Encourage Use of New  
Technologies