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Nº	Objective		Activity	Indicator	I	п	III I	_	_	vity vii v	п Б	х	xı xı	Result I	Resource / Responsible Unit
		1.1.11	Improve financial management, accounting, and inventory accounting process at the DECs	Guideline/ instruction is elaborated Relevant training is conducted										Financial management is improved at the DECs	Finance Department
		1.1.12	Update the correspondence rule at the Election Administration	The correspondence rule is in compliance with the legislation and various normative acts / legal acts							Ī			The correspondence rule is updated at the Election Administration	Registration and Administrative Department
		1.1.13	Digitalize the original documents at the CEC archive, integrate documents in electronic archive program	Number of the digitalized documents integrated in the program equals to approximately 3000 documents										Electronic archive programs is updated	Registration and Administrative Department
		1.1.14	Create electronic database of the election contestant political parties	The documents at the CEC archive are processed Electronic database on political parties is created										Electronic database of the election contestant political parties is created	Registration and Administrative Department Informational
		1.1.15	Elaborate the documents on informational assets management	Document is elaborated										The documents on informational assets management process is elaborated	Technologies Department Information Security Manager
		1.1.16	Elaborate the informational security policy document	Document is elaborated										Informational security policy is elaborated	Information Security Manager
1.2	Human resources development Introduce modern system of HR management, increase professional capacity of staff, ensure efficient working environment.	1.2.1	Develop system for vocational training of staff	Training methodology is elaborated Annual plan of trainings is elaborated Number of conducted trainings										Qualification of election administration employees is increased	Human Resources Management Service
		1.2.2	Improve and conduct the orientation program for the new CEC staff and interns	Orientation program is improved							Ī			Orientation program is established	Human Resources Management Service
		1.2.3	Establish the system of evaluating effectiveness of the conducted trainings for the Election Administration staff	Evaluation system of conducted training's effectiveness is elaborated and established										System of evaluation of conducted training's effectiveness is established	Human Resources Management Service
		1.2.4	Monitoring and evaluation of the election trainings of the election administration (DEC, PEC) and stakeholders	Monitoring and evaluation plan of election trainings is elaborated Monitoring is implemented										According to the plan monitoring and evaluation of election trainings is implemented	CEC Training Center
		1.2.5	Certification of election administration staff	Not less than one certification exam is conducted										Number of certified election administration staff is increased	CEC Training Center

Nº	Objective		Activity	Indicator					plen Activ	vity					Result	Resource / Responsible Unit
		1.2.6	Elaborate document (guidelines) for DEC on correspondence and election registrations, conduct workshops with DECs	Document (guidelines) on correspondence and election registration for the DECs is elaborated Workshops for the DEC members are conducted	I	п	Ш	V	VI	VII V	III IX	X	XI	XII	Correspondence and election registration process of the DECs is improved	Registration and Administrative Department
		1.2.7	Conduct trainings on legal writing for the DEC Chairpersons and Secretaries	Training methodology is defined Number of training Participants											Qualification of the DEC Chairpersons and Secretaries in drafting the legal documents is improved	Legal Department Human Resources Management Service Electoral Processes Management Department
		1.2.8	Conduct training on media relations for DEC members	Training methodology is defined Not less than 70 DEC members are trained											DEC members' qualification in media relations is improved	Public Relations Department Human Resources Management Service Electoral Processes Management Department
		1.2.9	Elaborate instructions for ensuring informational security and conduct trainings	Instructions for informational security is elaborated Training is conducted for employees											Employees are informed about the informational security	Information Security Manager Human Resources Management Service
		1.2.10	Participate in/conduct conferences and workshops	Number of conferences and workshops abroad											Back to office reports are prepared	CEC Public Relations Department
		1.2.11	Organize/ participate in international observation missions	Number of international monitoring missions											Report of international monitoring missions is prepared	CEC Public Relations Department
1.3	Improve infrastructure Develop modern infrastructure and utilize innovative information technologies.	1.3.1	Ensure VPN support at the DECs	VPN support is ensured at 10 DECs											VPN support is available at the DECs	Informational Technologies Department
		1.3.2	Study the capacity of using electronic treasury software on DEC level	Study document is elaborated											Possibility of using electronic treasury software on DEC level is studied	Finance Department
		1.3.3	Improve election administration infrastructure	Implement not less than 5 projects for improving the infrastructure of the CEC administrative premises Number or repaired DEC premises											Election Administration infrastructure is improved	Finance Department Electoral Processes Management Department
		1.3.4	Work with local self-government bodies on a regular basis to adapt PECs	Not less than 800 election precincts are adapted											Number of adapted election precincts is increased	Coordination, Planning and Reporting Department Electoral Processes Management Department

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Nº	Objective		Activity	Indicator	I	II I	III I	ıv v	_	ctiv	_	ш	x x	x	ı xıı	Result	Unit
		1.3.5	Take PWDs' needs into consideration while equipping PECs	Number of special election booths Not less than one magnifying lens is available at the election precinct												The special polling booths are available at the identified election precincts Magnifying lens are available at all election precincts	Coordination, Planning and Reporting Department Electoral Processes Management Department
		1.3.6	Define unified norms for sorting and deleting information in an electronic format	The rule for sorting and deleting information in an electronic format is defined in compliance with the legislation and the rule is established												The rule for sorting and deleting information in an electronic format is established	Registration and Administrative Department Informational Technologies Department
		1.3.7	Improve online process for property/assets registry at the Administration;	Asset tracking software is introduced Electronic database covers all records on administration assets												Asset tracking system is improved	Finance Department Informational Technologies Department
		1.3.8	Update electronic system of correspondence (e-Document)	Content and technical support of electronic system of correspondence (e-Document) is updated				Ī							Ī	Electronic system of correspondence (e-Document) is updated	Registration and Administrative Department
		1.3.9	Improve Election Process Management System (EPMS)	Module for the registration of candidates, observers and representatives of election subjects is updated												Flexible and operative EPMS module for the registration of candidate, observers and representatives of election subjects is updated	Informational Technologies Department Registration and Administrative Department
		1.3.10	Improve Election Process Management System (EPMS)	Based on needs existing modules are updated or new modules are added												Based on needs EPMS existing modules are updated or new modules are added	Informational Technologies Department
		1.3.11	Update service unite/ develop infrastructure for monitoring the informational system	Service(s) are developed												Service(s) are introduced and utilized / monitoring system works properly	Informational Technologies Department Information Security Manager Finance Department
		1.3.12	Work with state agencies in order to place PECs in appropriate buildings	Plan for cooperation with state agencies is developed Plan for placement the PECs in buildings is developed Alternative plan of PEC placement is included in the initial plan												PECs are placed according to the plan	Electoral Processes Management Department District Election Commissions

Nº	Objective	Activity	Indicator		Ter	m for	plen Activ		tion (of the	!	Result	Resource / Responsible
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1.4	Strengthen 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 Update image-advertisement concept	Concept is updated New Advertisements (audio/video) are created and aired Printed informational-image materials are developed and placed Internet and outdoor banners are created and placed									Image Campaign of Election Administration is Implemented	Public Relations Department
		1.4.2 Update the CEC web-page	Webpage is updated Webpage is adapted for visually impaired voters									CEC web-page is improved	Public Relations Department
		1.4.3 Implement projects and programs in cooperation with international organizations and foreign EMBs.	Number of implemented projects and programs upon request									Projects are implemented upon request	CEC CEC Training Center
		1.4.4 Organize/ host Annual Meeting of Election Management Bodies (EMB)	Theme of the conference is defiled 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
		1.4.5 Organize CEC informational Center	Contest for operators is organized Operators are selected Qualification of operators is increased Number of calls									The service is delivered to the interested person via the informational centers	Coordination, Planning and Reporting Department Human Resources Management Service CEC Training Center
		1.4.6 Create electronic version of the exhibition - History of Elections	Electronic version of the exhibition is uploaded on the web-page									Popularization of the History of Elections	Public Relations Department Informational Technologies Department
		1.4.7 Organize social events	Not less than 3 social events are organized									Social events are organized	Human Resources Management Service

Nº	Objective		Activity	Indicator		Tern	ı for		leme		ion c	of the	2	Result	Resource / Responsible
	·		·	indicator	I	пп	IV	_	_	_	ıx	х	ci xii		Unit
	egic Pillar 2: Civic and Voter ease the level of civic engagen		ion rough educational programs; inc	rease voter turnout and inc	reas	the	пип	nbe	r of i	nfo	mea	l vot	ers.		
2.1	Civic and voter education initiatives Increase awareness among the citizenry and increase civic and electoral participation through effective and continuous educational campaigns.	2.1.1	External communication plan of the Election administration is developed	Plans is developed										External communication plan is implemented	Public Relations Department
		2.1.2	Carry out informational campaign	Informational campaign is implemented (Via television, radio, printed media and internet) Not less than one informational campaign is implemented										Informational campaign for voters is implemented	Public Relations Department
		2.1.3	Develop/ improve and implement Information-educational campaign for young voters.	Syllabus is developed Number of the types of information-educations materials developed Number of conducted events Number of participants										Information-educational programs for young voters are developed and implemented	CEC Training Center
		2.1.4	Improve and implement special election-study course for the defined educational institutions	Number of Universities Number of Participants										Special election-study course for the defined educational institutions is provided	CEC Training Center
		2.1.5	Implement Election Development Schools	Study materials are updated Training of Trainers (ToT) is implemented Number of schools Number of participants										Election Development School is implemented	Working Group District Election Commissions
		2.1.6	Implement informational -study program for the final grade public school students	Program is elaborated Training of Trainers (ToT) in conducted Public Schools (number) Number of Participants										Informational-study program is implemented in public schools including the schools in high mountainous regions	CEC Training Center Electoral Processes Management Department Relevant District Election Commissions
		2.1.7	Define effective mechanism for communication with the out of country voters and ensure their awareness	Number of the informational channels used										Awareness of the out of country voters is ensured through the relevant mechanism	Public Relations Department Electoral Processes Management Department
		2.1.8	Design and implement educational programs for ethnic minority voters	Information-educational materials developed Number of events Number of participants										Educational programs for ethnic minority voters are implemented	Coordination, Planning and Reporting Department Public Relations Department CEC Training Center District Election Commissions

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Nº	Objective		Activity	Indicator	I	п	III	IV V	_	tivii 71 VI	-	IX :	x xı	XII	Result	Unit
		2.1.9	Develop and implement educational programs for persons with disabilities	Information educational materials are developed Number of events Number of participants											Educational programs for voters with disabilities are implemented	Coordination, Planning and Reporting Department Public Relations Department CEC Training Center 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 and implement informational/educational programs for stakeholders and interested parties	Program is designed Number of meetings Number of participant parties/subjects Number of local observer NGOs/media Number of state agencies Number of other interested persons											Study programs for stakeholders are implemented	CEC CEC Training Center
		2.2.2	Support the conduct of internal elections in various organizations/institutions	Number of organizations which received election service on the basis of their request	:										Service is delivered to various organizations/institutions for conducting internal elections	Electoral Processes Management Department CEC Training Center
		2.2.3	Orginize incentive events to promotion popularization of elections	Not less than 4 events conducted Number of participants Organize open house days at the Election administration											Incentive contests and open house days for the promotion of election popularization is conducted	CEC Training Center Public Relations Department Coordination, Planning and Reporting Department
		2.3.1	Organize grant contests	Number of priorities Not less than one grant competition is conducted Number of financed projects Reports on projects and monitoring reports											Grant contsers are organized	CEC CEC Training Center
		2.3.2	Organize meetings with stakeholders	Number of meetings											Meetings with stakeholders are conducted	CEC
			t through the active participation	on of stakeholders in election	n pi	oces	sses	s, suļ	рро	rt ii	mpro	oved	legis	lati	ion.	
3.1	Support improved legal framework Improved election dispute resolution (EDR) process	3.1.1	Ensure training programs at all level of election administration on legislation issues and EDR	Training program is elaborated Number of conducted trainings											Training programs are ensured	CEC Training Center Legal Department
		3.1.2	Improve guideline for dispute resolution and conduct meetings with NGOs	Guideline is updated /improved Meetings are conducted											Guideline for dispute resolution is improved	Legal Department

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Nº	Objective		Activity	Indicator	I	п	шг	_	Acti VI		III IX	x	xı xı	Result	Resource / Responsible Unit
3.2	Ensure electoral integrity Ensure integrity of electoral process by addressing vulnerabilities and mitigating risks	3.2.1	Ensure electoral integrity	Election integrity management plan is developed Election integrity management plan is approved										Process of supporting electoral integrity is launched	Working Group CEC
3.3	Ensure an inclusive electoral environment Ensure an equal and accessible electoral environment and improve existing mechanisms for disseminating election related information to stakeholders.	3.3.1	During the CEC informational campaign inform persons with disabilities about the services available for them	Presentation is prepared Informational meetings are conducted Informational materials are prepared										Informational campaign for persons with disabilities is implemented	Coordination, Planning and Reporting Department Public Relations Department
		3.3.2	During the CEC informational campaign inform ethnic minorities about the services available for them	Presentation is prepared Informational meetings are conducted Informational materials are prepared										Informational campaign for ethnic minorities is implemented	Coordination, Planning and Reporting Department Public Relations Department
		3.3.3	Create a pool of potential DEC and PEC members	Pool of potential employees is created through various projects Data on ethnic minority representatives is included in database										Pool of potential DEC and PEC members is created	CEC Training Center Electoral Processes Management Department District Election Commissions
		3.3.4	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	CEC Training Center Coordination, Planning and Reporting Department
3.4	Support the development of an environment with greater gender equality Develop and implement the Election Administration's gender	3.4.1	Develop/ improve gender policy of election administration	Gender policy document is improved										Gender policy of election administration is implemented	Gender Equality Commission CEC Training Center
	equality policy; encourage women's participation in political and public life.	3.4.2	Take gender equality into consideration while organizing grant competitions.	Number of financed projects that considers gender equality aspects										gender equality issues are considered while organizing grant competitions	CEC CEC Training Center
		3.4.3	Training for election administration officials on gender equality issues in election context	Number of conducted trainings Number of training participants										Awareness of election administration officials is increased on gender equality issues in election context	Gender Equality Commission CEC Training Center
		3.4.4	Training of potential female candidates on election procedures.	Number of trainings Number of participants										Training for female candidates is conducted	Gender Equality Commission CEC Training Center
		3.4.5	Process election data according to gender composition	Data on candidates and voters who participated in elections is processed according to gender										Election data according to gender is published at the CEC web-page	Electoral Processes Management Department Informational Technologies Department Coordination, Planning and Reporting Department

Nº	Objective	Activity	Indicator	Term for Implementati Activity I II III IV V VI VII VIII		Result	Resource / Responsible Unit
Stra	tegic Pillar 4: Electoral Operati	ions					
To e.	nsure Election Day is organized of	n a highly professional level; to inform soc	ciety of ongoing election process	ses and results in an efficient	t manner;		
4.1	Organize and conduct elections	4.1.1 Procure necessary inventory/materials for conducting elections	Procurement procedures implemented Election inventory is purchased Inventory distribution is implemented			Inventory is ensured for elections and polling day	Finance Department Electoral Processes Management Department
4.2	Increase qualification standards of DEC and PEC members Increase theoretical and practical knowledge of Election Administration's staff on election procedures. Create a pool of potential DEC and PEC members.	4.2.1 Update/improve and implement training programs for DEC and PEC members	Training methodology is defined New module of training is elaborated Training materials is updated Training programs are implemented			DEC and PEC members qualification is improved	CEC Training Center Electoral Processes Management Department
		4.2.2 Develop human resources of DEC and PEC potential members	As a result of various projects information on potential members is processed; including the information on ethnic minority members			Information on qualified human resources of DEC and PEC is processed	CEC Training Center Electoral Processes Management Department District Election Commissions
4.3	Provide stakeholders with timely and accurate election-related information Provide timely and exhaustive information to the public; ensure high level of transparency.	4.3.1 Publish election results and other public statistical data	Rule and forms for publishing is elaborated Statistical data is processed			Statistical data is published on the CEC web-page	Coordination, Planning and Reporting Department Informational Technologies Department
		4.3.2 Regular updated of the CEC web- page and the CEC Chairperson's Facebook Page	Number of likes on the CEC Facebook page Number of Likes on the CEC Chairpersons Facebook page.			Social media is used	Public Relations Department
		4.3.3 Improve the process of maintaining the registry of complaints at the DECs	Instructions are provided to the DECs Precise Information is reflected in the complaint registry			Complaint registry is improved	Legal Department Electoral Processes Management Department District Election Commissions