



CEC

ELECTION ADMINISTRATION
OF GEORGIA

2019 ACTION PLAN OF ELECTION ADMINISTRATION

CENTRAL
ELECTION
COMMISSION
OF GEORGIA



INTRODUCTION

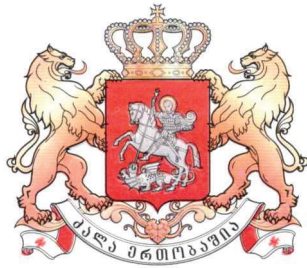
2019 Action Plan of the Election Administration (Action Plan) represents the set of activities to be implemented in 2019 which is defined by the Central Election Commission (CEC) of Georgia on the basis of 2015-2019 Strategic Plan of the Election Administration. The strategic activities envisioned by 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 Centre); 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, Extraordinary Elections and By-elections are to be held in 2019, Action Plan envisions those priority activities which will support the administering of the elections on a higher level.

PROCESS OF DEVELOPING ACTION PLAN

2019 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 received from the CEC structural units and its training center. The final document of 2019 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. 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, Training Centre and heads of the District Election Commissions (DEC) submit quarterly and annual reports to the CEC Chairperson. On the basis of 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. 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.



საქართველოს საარჩევნო ადმინისტრაცია
საქართველოს ცენტრალური საარჩევნო კომისია
განკარგულება №375/2018

საქართველოს საარჩევნო ადმინისტრაციის 2019 წლის სამოქმედო გეგმის
დამტკიცების შესახებ

ქ. თბილისი

2018 წლის 28 დეკემბერი

საქართველოს ორგანული კანონის „საქართველოს საარჩევნო კოდექსი“ მე-14 მუხლის პირველი პუნქტის „ბ“ ქვეპუნქტისა და 77-ე მუხლის მე-5 პუნქტის საფუძველზე, საქართველოს ცენტრალური საარჩევნო კომისია ადგენს:

მუხლი 1. დამტკიცდეს საქართველოს საარჩევნო ადმინისტრაციის 2019 წლის სამოქმედო გეგმა, დანართის შესაბამისად.

მუხლი 2. ეს განკარგულება შეიძლება გასაჩივრდეს თბილისის საქალაქო სასამართლოს ადმინისტრაციულ საქმეთა კოლეგიაში (მისამართი: ქ. თბილისი, დავით აღმაშენებლის ხეივანი მე-12 კმ. №6) მისი მიღებიდან 2 კალენდარული დღის ვადაში.

მუხლი 3. ეს განკარგულება ამოქმედდეს 2019 წლის პირველი იანვრიდან.

კომისიის თავმჯდომარე

კომისიის მდივანი



თამარ ქვანია

გიორგი ჯავახიშვილი



საქართველოს საარჩევნო ადმინისტრაცია
საქართველოს ცენტრალური საარჩევნო კომისია
განკარგულება №161/2019

„საქართველოს საარჩევნო ადმინისტრაციის 2019 წლის სამოქმედო გეგმის
დამტკიცების შესახებ“ საქართველოს ცენტრალური საარჩევნო კომისიის 2018 წლის
28 დეკემბრის №375/2018 განკარგულებაში ცვლილების შეტანის შესახებ

ქ. თბილისი

2019 წლის 19 სექტემბერი

საქართველოს ორგანული კანონის „საქართველოს საარჩევნო კოდექსი“ 77-ე მუხლის
მე-5 პუნქტისა და საქართველოს ზოგადი ადმინისტრაციული კოდექსის 63-ე მუხლის
საფუძველზე, საქართველოს ცენტრალური საარჩევნო კომისია ადგენს:

მუხლი 1. „საქართველოს საარჩევნო ადმინისტრაციის 2019 წლის სამოქმედო გეგმის
დამტკიცების შესახებ“ საქართველოს ცენტრალური საარჩევნო კომისიის 2018 წლის 28
დეკემბრის №375/2018 განკარგულებით დამტკიცებული დანართი ჩამოყალიბდეს
თანდართული რედაქციით.

მუხლი 2. ეს განკარგულება შეიძლება გასაჩივრდეს თბილისის საქალაქო სასამართლოს
ადმინისტრაციულ საქმეთა კოლეგიაში (მისამართი: ქ. თბილისი, დავით აღმაშენებლის
ხეივანი, მე-12 კილომეტრი, №6) მისი მიღებიდან 2 კალენდარული დღის ვადაში.

მუხლი 3. ეს განკარგულება ამოქმედდეს მიღებისთანავე.

კომისიის თავმჯდომარე



თამარ ჟვანია

კომისიის მდივანი

გიორგი ჯავახიშვილი

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 of Implementation												Result	Resource / Responsible Unit
				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
1.1	Ensure Effective EMB Management <i>Improve organizational policies, structure and procedures</i> <i>Improve planning, monitoring and evaluation processes</i> <i>Improve practice of internal communication</i>	1.1.1	Improve/review the rule of planning, reporting, and monitoring of the activities of the Election Administration Reporting system is adopted at District Election Commissions (DEC) Number of participants	No less than two recommendations are considered												Planning and reporting process is improved	Coordination, Planning and Reporting Department
				Reporting system is adopted at District Election Commissions (DEC)													Coordination, Planning and Reporting Department
				Number of participants													Department of Relations with Election Commissions
		1.1.2	Drafting/submitting reports	Consolidated quarterly/annual reports of activities of the CEC structural units, its training center and DCEs is prepared												2018 annual report and the reports of I, II, and III quarters of 2019 is presented to the CEC	Coordination, Planning and Reporting Department
				2018 Annual Plan is prepared and presented to electoral stakeholders												Electoral Stakeholders are informed about the activities of Election Administrations	
				Report on Presidential Election is prepared												Report on Presidential Election is submitted to the parliament	
				Meetings with DEC activity plan												Action plans are approved at DEC	
		1.1.4	Elaborate of DEC activity plan	Meetings with DEC activity plan												Action plans are approved at DEC	Department of Relations with Election Commissions
				Action plan is elaborated													Coordination, Planning and Reporting Department

№	Objective	Activity	Indicator	Term of Implementation												Result	Resource / Responsible Unit			
				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII					
		1.1.5 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 is conducted														2020 Action Plan is Approved	Coordination, Planning and Reporting Department		
		1.1.6 Elaborate 2020-2023 Strategic Plan of the Election Administration	Working group is created														Strategic Plan of the Election Administration is approved	Working Group		
			Schedule for elaborating Strategic Plan defined															Coordination, Planning and Reporting Department	CEC	
			New strategic plan is elaborated and discussed with electoral stakeholders before approval																	
			Public presentation of new strategic plan is conducted																	
		1.1.7 Introduce quality management system	Certification audit is conducted														Quality of management system of Election Administration is improved	Human Resources Management Department		
			Certificate ISO 9001:2015 is adopted																	
		1.1.8 Improve communication between CEC and DEC during election and non-election period	Internal communication network/portal of the Election Administration is established														Internal communication of the Election Administration is improved	Human Resources Management Department		
			Business processes are identified and described at DEC's and uploaded in relevant portal.															Electoral Information Technology Department	Department of Relations with Election Commissions	
			Midterm evaluation of the effectiveness of disseminating information via portal is implemented																	
			Final evaluation of the effectiveness of disseminating information via portal is implemented																	

№	Objective	Activity	Indicator	Term of Implementation												Result	Resource / Responsible Unit
				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
		1.1.9 Research of employees' satisfaction and motivation is conducted	<p>Research methodology is defined</p> <p>Survey questions are updated</p> <p>Survey on satisfaction and motivation is conducted with the participation of no less than 70% of employees</p> <p>Survey results are analyzed</p> <p>Relevant recommendations are prepared and submitted to the CEC management</p>													Anonymous survey of employee satisfaction and motivation is conducted	Human Resources Management Department
		1.1.10 Improve the of accounting the property/supplies of the Election Administration	<p>An analysis is conducted in terms of accounting property / supplies and the information is submitted to the CEC leadership</p> <p>Selective and mandatory inventory plan is developed</p>													Administration's property/supplies are fully recorded	Finance Department
		1.1.11 Analyze election expenses	Report(s) are prepared according to the standards													Information on election expenses is published	Finance Department
		1.1.12 Conduct internal audit of the Election Administration and organization under the CEC state control	Internal audit is conducted in not less than 2 structural units and not less than in 5 DECs													Audit reports are submitted to the CEC Chairperson	Internal Audit and Workforce Security Department
			2020 Internal audit plan is prepared and submitted													internal audit annual plan is approved	
		1.1.13 Analyze the incidents occurred at DECs and election precincts during the elections conducted in 2018	<p>Survey questionnaire is elaborated</p> <p>Analyses of the incidents occurred at DECs and election precincts is conducted</p> <p>Report is prepared and submitted to the CEC leadership</p>													Incidents occurred at DECs and election precincts is identified	Internal Audit and Workforce Security Department

№	Objective	Activity	Indicator	Term of Implementation												Result	Resource / Responsible Unit					
				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII							
1.2	Human Resources Development <i>Create modern system of HR management</i> <i>Increase professional capacity of staff</i> <i>Ensure effective working environment</i>	1.1.14	Elaborate recommendations on the basis of the needs revealed through the internal audit and monitor the implementation	Relevant recommendations are prepared and submitted															Internal audit system is improved	Internal Audit and Workforce Security Department		
			Implementation of recommendations elaborated in 2018-2019 is monitored																			
		1.2.1	Analyze internship employment	Analysis of further employment of CEC interns in 2016-2018 has been implemented and efficiency is assessed																Efficiency of the CEC internship program is evaluated	Human Resources Management Department	
		1.2.2	Analyses of employment of certified persons and educational programs (election development school, administrator courses)	Analysis of further employment of certified persons and alumni of educational programs (electoral development school, administrator courses) in 2016-2018 has been implemented and efficiency is assessed																Analysis is conducted	Department of Relations with Election Commissions District Election Commissions Human Resources Management Department CEC Training Centre	
		1.2.3	Implement the plan of staff retraining	Analysis of the training necessity is carried out and the results' report is submitted to the chairperson																	Training for the employees is conducted	Human Resources Management Department
				Annual plan of training is approved																		
				Number of conducted training courses																		
				Number of trained employees																		
		1.2.4	Renew the team of trainers of the Election Administration and retrain them	Competition for selecting trainers is organized																	Team of trainers is renewed	CEC Training Centre
				Team of trainers is renewed																		
Training of trainers is conducted																						

№	Objective	Activity	Indicator	Term of Implementation												Result	Resource / Responsible Unit			
				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII					
	1.2.5	Carry out orientation training "review of elections and general course on the procedures" for newly appointed/elected employee at the Election Administration	Training course is modified as needed															Engagement of new staff members in the work of Election Administration is ensured	Electoral Processes Management Department Registration and Administrative Department CEC Training Centre	
			Number of training courses/participants conducted/ trained by Human Resources Management Department																	
			Number of participants																	
			Training on the electronic system of internal correspondence (eDocument)																	
			Number of training courses conducted by Training Center according to the demand																	
			Number of participants																	
	1.2.6	Training courses on legal writing for DEC member	Training materials are updated															Process of drafting legal acts at DEC is improved	Legal Department	
			Number of conducted meetings																	
			Number of trained DEC members																	
	1.2.7	Training of DEC members on media relations	Training methodology is defined															DEC members' public speaking skills are improved	Public Relations Department Department of Relations with Election Commissions	
			Number of training participants																	
	1.2.8	Conduct training for the DEC members on case proceeding and electoral registrations process	Guiding documents on case proceeding and electoral registrations are updated -instructions are updated															Process of drafting legal acts at DEC members is improved	Registration and Administrative Department	
			Trainings are conducted for not less than 150 DEC members																	
			Number of participants																	
	1.2.9	Introduce monitoring institute	Mentoring rule is approved															Practice of exchanging professional experience is introduced	Human Resources Management Department	
Number of selected mentors																				
Number of staff members who received mentoring																				

№	Objective	Activity	Indicator	Term of Implementation												Result	Resource / Responsible Unit	
				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII			
		1.2.10 Organize certification of Election Administration officials	Material-technical and software maintenance is ensured														New possibilities of certification service is implemented	Electoral Information Technology Department Information Security Manager CEC Training Centre Finance Department
			Certification exam is conducted in region															
			No less than 1 certification exam is conducted													Certification of the Election Administration's officials is conducted	CEC Training Centre Electoral Information Technology Department	
			Statistics on certification exam is processed															
		1.2.11 Participate in conferences, workshops, observation missions	Official visits abroad is organized for the representatives of the Election Administration													International experience is shared	Public Relations Department CEC Training Centre	
			Electoral procedures/processes of not less than 2 countries are studied															
			Number of official visits abroad															
			Number of participants															
			Reports on official visits are submitted															

№	Objective	Activity	Indicator	Term of Implementation												Result	Resource / Responsible Unit				
				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII						
1.3		1.3.1 Create, engage and use modern electronic programs/software in electoral processes	Needs of developing software are identified															New software are accordingly adopted in electoral processes	Electoral Information Technology Department		
			Software are created																		
	1.3.2 Capacity building of electronic registration program			Work of electronic registration program for representatives, commission members and local observers is analyzed															Performance of electoral registration program is improved	Registration and Administrative Department Human Resources Management Department Electoral Information Technology Department Departmnet of Relations with Election Commissions	
				Relevant updates are introduced to the program																	
				Technical task for adding modules to electronic registration program is prepared and presented																	
				Module for electronic registration of the representatives of media organizations is created																	
				Module for electronic registration of international observers is created																	
				Textbook/manual is designed on the use of program for training																	
				Training course is conducted for program users																	
				Number of training participants																	

№	Objective	Activity	Indicator	Term of Implementation												Result	Resource / Responsible Unit				
				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII						
	1.3.3	Advance the Election Process Management Systems (EPMS)	Changes are introduced in the program															Possibility to obtain the information required to administer the elections is increased	Department of Relations with Election Commissions Electoral Information Technology Department		
			DEC received instructions of program																		
			Number of participants																		
	1.3.4	Create electronic program for planning and reporting	Rule/instruction for the program usage is developed																Program is introduced for piloting	Electoral Information Technology Department Coordination, Planning and Reporting Department	
			Test version of electronic program operates																		
			Information about the analysis of the program performance and the changes to be made is prepared and submitted																		
			Changes are made to the program																		
	1.3.5	Study possibilities/introduce electronic management of the CEC sessions	Working group is created																Possibility of electronic management of the CEC sessions is pilot	CEC Registration and Administrative Department Electoral Information Technology Department	
			Description of the process of electronic registration and voting at the sessions by CEC members is prepared																		
			Program is piloted																		
	1.3.6	Update security system and its license against cyber attack	Security system against cyber attack is checked and the required licenses are updates															The risk of infringement of the information systems integrity is reduced	Information Security Manager Electoral Information Technology Department		
	1.3.7	Cooperate with relevant state entities in order to allocate election precincts	Meetings are held																Possibilities to allocate election precincts are increased	Department of Relations with Election Commissions Coordination, Planning and Reporting Department	
Number of meeting participants																					
Information is obtained about election precincts including adapted election precincts is																					

№	Objective	Activity	Indicator	Term of Implementation												Result	Resource / Responsible Unit			
				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII					
1.4	Promote image <i>Increase level of trust towards the Election Administration among stakeholders and voters</i>	1.4.1 Carry out image/advertisement campaign	Action plan of the communication strategy is developed															Objectives of the communication strategy is achieved	Public Relations Department	
			Action plan of the communication strategy is implemented																	
	<i>Position the CEC as a regional leader, offering its expertise in the election management field</i>	1.4.2 Organize an event dedicated to the 100th anniversary of the first democratic elections	Events are planned and implemented																Event dedicated to the 100th anniversary of the first democratic elections are conducted	Public Relations Department
			Publication is designed and printed																	Information about the Local self-government elections is disseminated
	1.4.4 Offer consultative mechanisms and share best practices with other countries' EMBs	Number of conducted consultative events Number of participant EMBs																	Best practices of the Election Administration of Georgia are shared with other countries' EMBs	CEC CEC Training Centre
			1.4.5 Organize annual meeting of EMBs	Theme of the conference is defined																Annual Meeting of Election Management Bodies (EMB) is conducted
	Participants are invited																Public Relations Department			
	Number of participant organizations and representatives																	Finance Department		
	Logistics of the conference is ensured																			
1.4.6	Implementation of projects and programs in partnership with other countries' EMBs and international organizations	Electoral technologies and processes of not less than two countries are studied																Possibilities to share other countries' EMBs experience is analyzed	CEC CEC Training Center	

№	Objective	Activity	Indicator	Term of Implementation												Result	Resource / Responsible Unit	
				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII			
		1.4.7 Organize social events	<p>Following social campaigns are conducted:</p> <p>for the beneficiaries of Elderly Care Facility</p> <p>with participation of PWDs</p> <p>blood donation campaign</p>														Social campaigns are organized	<p>Human Resources Management Department</p> <p>Public Relations Department</p>

№	Objective	Activity	Indicator	Term of Implementation												Result	Resource / Responsible Unit		
				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII				
Strategic Pillar #2: Civic and Voter Education																			
<i>Increase the level of civic engagement through educational programs; increase voter turnout and number of informed voters</i>																			
2.1	Implement programs of civic and voter education	2.1.1	Carry out information campaign	The analysis of informational/media campaign carried out in 2018 is carried out, the needs are identified													Media-campaign is implemented	Public Relations Department	
				New information/media campaign is planned and implemented															
				Number of materials displayed on TV, radio, press and internet															
				Number of information materials															
		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 trainers															
				Training course is conducted															
				Number of municipalities															
				Number of public schools Number of students															
		2.1.3	Implement informational project "Youth Debate Club" for public school students In the regions densely populated with ethnic minorities	Study materials are prepared													In the regions densely populated with ethnic minorities informational project "Youth Debate Club" is implemented for public school students	CEC Training Center District Election Commissions	
				Training of trainers (ToT) is conducted															
				"Youth Debate Club" is implemented															
				Number of public schools Number of students															
		2.1.4	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																			

№	Objective	Activity	Indicator	Term of Implementation												Result	Resource / Responsible Unit			
				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII					
		2.1.5 Conduct informational course for young voters (I, II course)	Informational materials are prepared				■										Informational course for young voters (I, II course) is implemented	CEC Training Center		
			Number of conducted informative meetings				■	■					■	■						
			Number of participants				■													
		2.1.6 Implement learning project "Electoral Development School"	Working group is created		■												Pool of employees for electoral processes is created	Working Group CEC Training Center Department of Relations with Election Commissions		
			Study materials are updated		■	■	■	■												
			Additional mechanisms are defined for engaging youth speaking Azerbaijani and Armenian languages and Persons with disabilities		■	■	■													
			Training of trainers (ToT) is conducted						■	■										
			Number of trainers						■	■										
			Logistics of project is ensured					■	■	■										
			Study course is conducted							■	■									
			Number of DEC's 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												■	■				
		2.1.7 Carry out study project "Courses for Electoral Administrators"	Study materials are updated		■	■											Pool of potential DEC and PEC members is created	CEC Training Center Department of Relations with Election Commissions District Election Commission		
		Professionals Program N1 - for potential PEC members	Additional mechanisms are defined for engaging persons speaking Azerbaijani and Armenian languages and Persons with disabilities		■	■														
			Training of trainers (ToT) is conducted				■													
		Professionals Program N2 - for potential DEC members	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							■	■									

№	Objective	Activity	Indicator	Term of 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 Coordination, Planning and Reporting Department Department of Relations with Election Commissions Finance Department CEC Training Center District Election Commission			
			Plan is developed																		
			Instruction/meetings are conducted with DEC			■	■														
			Project is provided with material resources				■														
			DEC held meetings with stakeholders					■	■												
			Informational meetings for voters are held including in regions densely populated with ethnic minorities and meeting with Persons with disabilities					■	■												
			Project report is prepared																■		
2.2	Develop electoral culture <i>Design and implement creative civic education projects that engage stakeholders and the general public</i> <i>Increase public awareness about the electoral process and political culture</i>	2.2.1 Conduct learning programs for stakeholders	Learning programs are designed		■	■											Learning program for stakeholders is implemented	CEC Training Center Legal Department			
			Learning programs are implemented				■	■	■	■	■	■									
			Number of participants																		
		2.2.2 Electoral capacity building of local non-governmental organizations	Study programs are designed		■	■												Learning program for local non-governmental organizations is implemented	CEC Training Center		
			Training programs are conducted				■	■	■			■	■								
			Number of non-governmental organizations																		
		2.2.3 Implement learning program for public servants "Election Campaign and Administrative Resources"	MoU is signed with administration of Georgian government															Learning program for public servants is implemented	CEC CEC Training Center		
			Learning program is designed																		
			Learning Program is implemented																		
			Number of Participants																		

№	Objective	Activity	Indicator	Term of Implementation												Result	Resource / Responsible Unit				
				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII						
2.3	Promote Civil Society Engagement <i>Support the capacity building of the civil society to ensure increased participation of society in electoral processes</i>	2.3.1 Organize grant competitions	Priorities are defined															Civil society engagement is ensured	CEC CEC Training Center		
			No less than 1 grant contest is conducted																		
			Number of funded projects																		
			Budget of funded projects																		
			Geographic area of funded projects																		
		2.3.2 Hold meetings of the working group at the CEC	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
				Number of participants organizations																	

№	Objective	Activity	Indicator	Term of Implementation												Result	Resource / Responsible Unit
				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
Strategic Pillar 3: Electoral Environment																	
<i>Create an inclusive electoral environment through active participation of stakeholders in election processes, support improved legislation</i>																	
3.1	Support improved legal framework	3.1.1	Make legal analysis of elections conducted in 2018 and prepare recommendations	Legal acts issued by CEC and DEC are analyzed												Based on the submitted proposals of Legal Department the CEC, election legislation is improved	Legal Department
				Legislative proposals for amendments to the election code are prepared													
				Legislative proposal on legislative amendments is submitted to the parliament													
	Ensure compatibility of electoral legislature with international standards	3.1.2	Analyze reports of local and international organizations about 2018 presidential 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
				Recommendations are prepared and submitted													
				Legal acts issued by CEC and DEC are analyzed													
	Draft legislative proposals	3.1.3	Update election dispute resolution (EDR) textbook and the document on uniform practice in line with legislative amendments	Meetings with Non-governmental organizations are held												Uniform practice is established	Legal Department
				Number of conducted meetings													
				Number of participants													
	3.1.4	Strengthen the capacity of administrative proceedings related to the disputes of the CEC and the DEC	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	
			Trainings are conducted														
			Number of participants														
	3.1.5	Ensure training programs on legislative issues and election disputes for the CEC staff and DEC	Training program is designed												Training programs on legislative issues and election disputes are conducted	Legal Department	
			Number of conducted trainings														
			Number of participants														

№	Objective	Activity	Indicator	Term of Implementation												Result	Resource / Responsible Unit			
				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII					
		3.1.6	Recommendation document reflecting the analysis of court decisions on electoral disputes is developed	Court decisions are analyzed														Recommendation document is prepared	Court practice is considered in the work of Election Administration	Legal Department
3.2	Ensure electoral integrity <i>Ensure integrity of electoral processes by preventing election related risks</i>	3.2.1	Evaluate implementation of Electoral Integrity Management Plan	Table of activities of the electoral integrity plan is filled														Qualitative research is conducted	Implementation of Electoral Integrity Management Plan is evaluated	Working Group
		3.3.1	Retrain DEC members on inclusive election environment and adapted election precincts	"Code of ethics and behavioral norms on how to treat PWDs on E-day" - training module is updated														Training is conducted	Knowledge of DEC members on inclusive election environment is increased	Coordination, Planning and Reporting Department
	Ensure inclusive electoral environment <i>Ensure equal and accessible electoral environment</i> <i>Improve existing mechanisms for disseminating election-related information to stakeholders</i>	3.3.2	Study the possibilities of legal amendments related to the PWDs	Proposal for legal amendments about the possibility to allow the persons with disabilities (wheel chair users) to choose the adapted election precinct within their election district is discussed and prepared														Meetings are conducted with local non-governmental organizations on the issued related with PWD	Issues related with PWDs are included in the legislative proposal submitted by the CEC	Coordination, Planning and Reporting Department Legal Department
				Number of Trainings														Number of participants		
				Number of meetings														Number of participants		

№	Objective	Activity	Indicator	Term of Implementation												Result	Resource / Responsible Unit				
				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII						
3.4	Support gender- balanced environment <i>Develop and implement the Election Administration's gender equality policy;</i> <i>encourage greater participation of women in political and public life</i>	3.4.1 Conduct gender audit	Donor organization is selected and the agreement is achieved	■	■	■													CEC gender policy is evaluated	Gender Equality Council	
			Expert-auditor is selected by the donor organization				■	■	■												
			Gender audit is conducted by the expert-auditor selected by donor organization								■	■	■								
			Report on gender audit is submitted												■	■	■				
		3.4.2	Reflect aspects of gender equality in study programs and materials of the CEC and its Training Centre	Goals and objectives of the Gender Equality Policy of EA is considered in the process of developing study programs		■	■	■	■	■	■	■	■	■	■	■	■	■	■	Gender Equality aspects are considered in study programs and materials developed by the Election Administration	Gender Equality Council CEC Training Center
				Gender Equality Council of EA is involved in the process of developing study programs and materials		■	■	■	■	■	■	■	■	■	■	■	■	■			
		3.4.3 Create new informational resources for publishing gender disaggregated election data	Technical task is created	■	■	■	■	■	■	■	■	■	■	■	■	■	■	Accessibility of gender disaggregated election data is improved	Coordination, Planning and Reporting Department Electoral Information Technology Department Gender Equality Council		
			New informational resource is created	■	■	■	■	■	■	■	■	■	■	■	■	■					

№	Objective	Activity	Indicator	Term of Implementation												Result	Resource / Responsible Unit				
				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII						
Strategic Pillar 4: Electoral Operations																					
<i>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</i>																					
4.1	Organize and conduct elections	4.1.1 Organize and conduct Extraordinary Elections and By-elections	Schedule of electoral activities is approved														Extraordinary Elections and By-elections are organize and conduct	CEC All Structural Units Relevant District Election Commissions CEC Training Center			
			Distribution and allocation 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 processes are organized according to the schedule of electoral activities																		
			Legal maintenance of election is ensured																		
			Training for election officials are organized																		
			Elections are conducted																		
			Results are summarized and published																		
		4.1.2 Purchase necessary inventory/materials for conducting Extraordinary Elections and By-elections	Needs assessment research is conducted																Necessary inventory is ensured for elections and E-day	Finance Department Departmnet of Relations with Election Commissions District Election Commissions	
		Procurement procedures are implemented																			
		Election inventory is purchased																			
		Inventory distribution is implemented																			

№	Objective	Activity	Indicator	Term of Implementation												Result	Resource / Responsible Unit
				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
4.3	Earliest announcement of the election results <i>Advance internal processing of election results within the Election Administration</i> <i>Timely provide public with election results</i>	4.2.1 Pilot the possibilities to use of new technologies during election results tabulation on E-day	Legal rule for ensuring the process is elaborated Use of new technologies are piloted on E-day at ten election precincts at least Conducted pilot is analyzed													Possibilities to use of new technologies during election results tabulation on E-day is piloted	Electoral Information Technology Department Information Security Manager Department of Relations with Election Commissions Legal Department CEC Training Center
4.4	Provide stakeholders with timely and accurate election-related information <i>Timely provide public with comprehensive information</i> <i>Ensure high level of transparency</i>	4.3.1 Publish statistical data of election results	Statistical data is processed and published accordingly													Information about statistical data is published	Voters List and Electoral Processes Management Department Electoral Information Technology Department