

CEC

ELECTION ADMINISTRATION
OF GEORGIA

ELECTION
ADMINISTRATION
OF GEORGIA
2021 ACTION PLAN

INTRODUCTION

The Election Administration Action Plan is a set of activities defined by the Central Election Commission of Georgia for 2020 and is based on the Strategic Plan of Election Administration 2020-2023.

This Action Plan has been developed in accordance with the Election Administration's planning, reporting, and monitoring rules to ensure that a modern, effective and transparent system is established in election administration.

The Election Administration's 2020 Action Plan was formulated with a new structure and as a short-term document focused heavily on strategic tasks' implementation. It clearly outlines the indicators of the outcome of the strategic tasks, the activities planned to achieve them, the performance indicators and the timeframes for implementation. The structural unit / training centre is responsible for reporting the activities carried out, which is listed in the action plan under "Responsible for Performance and Reporting". Reporting is performed quarterly and annually in accordance with the approved rule.

The action plan is drawn up with the involvement of the CEC officials, members, structural units and the LEPL Electoral Systems Development, Reforms and Training Centre for in collaboration with the International Foundation for Electoral Systems (IFES). In addition, members of the CEC Working Group on Ethnic Minorities and Persons with Disabilities were involved in the development of the Action Plan.

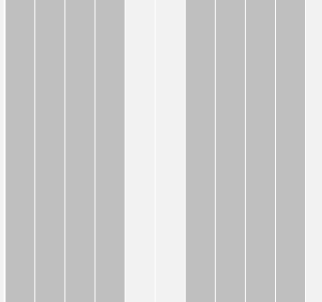
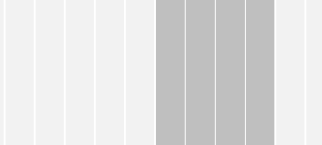

Implementation of the activities envisaged in the Action Plan, on the one hand, contributes to the achievement and sustainability of the strategic goals of the election administration, and on the other hand, to the high level of organization

ACRONYMS, ABBREVIATIONS AND DEFINITION OF TERMS

Election Administration	Central Election Commission of Georgia (CEC) and its office, Supreme Election Commissions (SEC) of Autonomous Republics of Abkhazia and Adjara and its offices, District and Precinct Election Commissions
CEC	Central Election Commission of Georgia
Training Centre	LEPL Electoral Systems Development, Reforms and Training Centre
DEC	District Election Commission
PWDs	Persons with Disabilities
ISO 9001:2015	Quality Management International Certificate ISO 9001:2015
CEC Working Group	Working group created by the CEC Chairperson's order from the CEC staff and/or Training Centre for planning and implementing a specific project

1. Strategic Pillar		Electoral Culture and Education																
		Informing voters and other stakeholders through efficient and innovative educational programs that will strengthen electoral culture, increase the possibility of making informed choices for voters																
1.1.	Goal	Voters and other stakeholders informed/educated																
1.1.1	Objective	Define and implement effective educational programs																
	Objective Outcome Indicator	Participants of voter education programs have an increased awareness of electoral issues cumulative number of participants in educational programs has increased Majority of participants positively assess educational program										The						
N	Activity	Performance Indicator	Term of Implementation												Responsible Body/Unit			
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII				
1.1.1.1	Conduct informational-learning program for XI-XII graders at public schools	Concept of activity and study material are prepared Training of trainers (ToT) is conducted Number of municipalities, public schools and participants results of the training course evaluation are reflected in the report	The															Training Centre
1.1.1.2	Conduct the learning course "Electoral Law" at higher education institutions	Study material is prepared Number of higher education institutions and participants results of the training course evaluation are reflected in the report	The															Training Centre
1.1.1.3	Carry out study program "Electoral Development School"	Working group is created Project is developed Training of trainers (ToT) is conducted Number of municipalities, public schools and participants results of the training course evaluation are reflected in the report	The															CEC Working Group
1.1.1.4	Carry out pilot project "Youth Camp"	Working group is created Concept is updated Number of participants results of the training course evaluation are reflected in the report	The															CEC Working Group

1.1.1.5	Carry out an informational-learning program focused on the electoral capacity enhancement of observer organizations	Study material is prepared Number of participants results of the training course evaluation are reflected in the report	The														Training Centre
1.1.1.6	Carry out an informational-learning program focused on the electoral capacity enhancement of representatives of election subjects	Study material is prepared Number of participants results of the training course evaluation are reflected in the report	The														Training Centre
1.1.1.7	Carry out an informational-learning program focused on the electoral capacity enhancement of representatives of media outlets	Study material is prepared Media outlets participating in the program are identified Number of participants results of the training course evaluation are reflected in the report	The														Training Centre Public Relations Department
1.1.1.8	Carry out an informational program "Organizing election processes in detention facilities" for representatives of the penitentiary system	Study material is prepared Number of participants results of the training course evaluation are reflected in the report	The														Training Centre
1.1.2	Objective	Define and implement innovative information campaign															
	Objective Outcome Indicator	Novelties are defined and implemented during the information campaign															
N	Activity			Term of Implementation												Responsible Body/Unit	
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII			
1.1.2.1	Elaborate a distance information program "Election Campaign and Administrative Resources" for public servants	The remote information program is updated and available Number of registered users in the program (public servants, civil servants and other persons) Number of certificate holders															Training Centre Legal Department Electoral Information Technology Department
1.1.2.2	Update a distance information program "Polling Day Procedures" for interested persons	Distance information program is developed and available Public is informed about the distance information program Number of registered users in the program Number of certificate holders															Training Centre Electoral Information Technology Departmen

1.1.2.3	Implement "Talk to the Voters" information campaign	<p>Working group is created</p> <p>Project is ready</p> <p>Information meetings held with voters, including minority ethnic groups</p> <p>The citizens' survey conducted to evaluate the activities of the election administration and the results are reflected in the report</p> <p>Campaign is carried out</p>		CEC Working Group
1.2.	Goal	Strengthen ethical norms and support civil dialogue		
1.2.1	Objective	Support the cooperation with electoral stakeholders based on mutual respect and professionalism		
	Objective Outcome Indicator	Cooperation mechanisms have been developed and offered to the electoral stakeholders		
N	Activity	Activity Performance Indicator	<p style="text-align: center;">Term of Implementation</p> <p style="text-align: center;">I II III IV V VI VII VIII IX X XI XII</p>	Responsible Body/Unit
1.2.1.1	Sign a Code of Ethics with Local Observer Organizations	<p>Working group is created</p> <p>Code of Ethics text is developed and coordinated with parties</p> <p>Number of signatories to the document</p>		CEC Working Group
1.2.1.2	Develop "Ethical Principles" for Election Subjects	<p>Text for ethical principles is developed and coordinated with parties</p> <p>Number of signatories to the document</p> <p>Public is informed about the document</p>		Public Relations Department
1.2.2	Objective	Support adherence to ethical norms by employees of election administration		
	Objective Outcome Indicator	Ethical norms are developed, recognized and followed by employees of election administration		
N	Activity	Activity Performance Indicator	<p style="text-align: center;">Term of Implementation</p> <p style="text-align: center;">I II III IV V VI VII VIII IX X XI XII</p>	Responsible Body/Unit

1.2.2.1	Develop a Code of Ethics for election commission members	Code of Ethics for election commission members is prepared Code of Ethics is signed by CEC members Code of Ethics is signed by DEC and PEC members signatories to the document	Number of											Human Resources Management and Workforce Security Department Department of Relations with Election Commissions	
1.2.2.2	Information course "On General Rules of Conduct and Professional Ethics of DEC Members"	Study material is developed Information Course for the DEC's is implemented Number of participants												Human Resources Management and Workforce Security Department Training Centre	
1.2.3	Objective	Increase awareness of electoral stakeholders about elections free from electoral violence and hate speech													
	Objective Outcome Indicator	International experience in electoral violence and hate speech, recognized standards are shared and needs are addressed													
N	Activity	Activity Performance Indicator	Term of Implementation												Responsible Body/Unit
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	
1.2.3.1	Conduct working meetings about elections free from electoral violence and hate speech	Working meeting is planned and conducted Number of participants													Public Relations Department
2	Strategic Pillar	Electoral Integrity and Security Develop and implement effective mechanisms together with electoral stakeholders to ensure a secure, credible electoral environment													
2.1.	Goal	Confidence in the election administration and electoral processes promoted													
2.1.1	Objective	Support the development and implementation of mechanisms aiming at addressing disinformation and fake news													
	Objective Outcome Indicator	Response mechanism against disinformation and fake news is created Number of responses against disinformation and fake news													
N	Activity	Activity Performance Indicator	Term of Implementation												Responsible Body/Unit
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	

2.1.1.1	Elaborate special instructions for election administration staff on responding disinformation and fake news	The analysis is performed														Public Relations Department
		An action plan is developed														
		Instruction is developed														
2.1.1.2	Cooperate with stakeholders to respond to the dissemination of false information damaging the electoral process	Collaboration formats are designed													Public Relations Department	
		Information is shared														
2.1.2	Objective	Support the development and implementation of mechanisms reducing fake observation impact														
	Objective Outcome Indicator	Number of mechanisms developed for reducing fake observation impact														
N	Activity	Activity Performance Indicator	Term of Implementation												Responsible Body/Unit	
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
2.1.2.1	Conduct an informational-learning course for local NGOs on "The role of observation organizations in the electoral process"	The concept of activity and study material are prepared Number of participants														Training Centre
2.1.2.2	Conduct legal analysis of applications / complaints	The application / complaint handling method has been developed and the analysis document has been developed The analysis document is available for electoral stakeholders														Legal Department
2.1.3	Objective	Strengthen cooperation with electoral stakeholders														
	Objective Outcome Indicator	Formats of cooperation with stakeholders are supported by participants and evaluated														
N	Activity	Activity Performance Indicator	Term of Implementation												Responsible Body/Unit	
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
2.1.3.1	Conduct meetings of working groups (PWDs, ethnic minorities) at the CEC	Number of meetings, organizations and participants														Coordination, Planning and Reporting Department
		Conduct of the survey of the members of the working group in order to evaluate the format of the cooperation and the results are reflected in the report														
2.1.3.2	Conduct meetings within the framework of "Discuss Together" with CSOs	Number of meetings, organizations and participants Conduct of the survey of the members of the working group in order to evaluate the format of the cooperation and the results are reflected in the report														Public Relations Department

2.1.3.3	Conduct meetings within the framework of technical working group (TWG) meeting	Number of meetings, organizations and participants Conduct of the survey of the members of the working group in order to evaluate the format of the cooperation and the results are reflected in the report		Public Relations Department
2.1.4	Objective	Ensure transparent electoral processes		
	Objective Outcome Indicator	Election information is proactively publicised, public data is issued and reporting ensured Transparency of electoral processes is positively assessed in the reports of observer organizations		
N	Activity	Activity Performance Indicator	Term of Implementation	Responsible Body/Unit
2.1.4.1	Carry out information-image campaign	Action plan of the communication strategy is renewed and implemented The amount of material on television, radio, print media and the internet	I II III IV V VI VII VIII IX X XI XII	Public Relations Department
2.1.4.2	Prepare reports on election administration activity	The report on the 2020 parliamentary elections of Georgia prepared and submitted The 2020 activity report of the Election Administration and Training Centre prepared An interim report on the 2021 local government elections prepared	I II III IV V VI VII VIII IX X XI XII	Coordination, Planning and Reporting Department
2.1.5	Objective	Objective Outcome Indicator		
	Objective Outcome Indicator	Number of international cooperation formats and information mechanisms Number of positive assessments regarding election administration activities by international partners		
N	Activity	Activity Performance Indicator	Term of Implementation	Responsible Body/Unit
2.1.5.1	Prepare and distribute an English-language digital publication on election administration activities	Publication is prepared Digital publications sent to diplomatic missions accredited in Georgia, international organizations, Georgian missions abroad and election administrations of other countries	I II III IV V VI VII VIII IX X XI XII	Public Relations Department

2.2.1.2	Implement information - learning course "Security of the voting process" for electoral stakeholders	Study material is prepared Number of participants												Training Centre	
2.2.1.3	Keep track of election-related security incidents and analyze	Information about the incidents is provided Incidents are analyzed												Department of Relations with Election Commissions	
2.2.2	Objective	Strengthen cooperation with law enforcement agencies with the aim of holding peaceful elections													
	Objective Outcome Indicator	Cooperation mechanisms are established and preventive activities are implemented													
N	Activity	Activity Performance Indicator	Term of Implementation											Responsible Body/Unit	
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI		XII
2.2.2.1	Enhance coordination with law enforcement agencies	Memorandum with MIA is updated and signed													Legal Department
2.2.2.2	Conduct training course for law enforcement agencies	Training course is updated and implemented Number of participants													Training Centre
2.3.	Goal	Capacity of the election administration to prevent cyber security threats increased													
2.3.1	Objective	Improve information security policy													
	Objective Outcome Indicator	Number of mechanisms developed for information security													
N	Activity	Activity Performance Indicator	Term of Implementation											Responsible Body/Unit	
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI		XII
2.3.1.1	Develop/update information security policy and related documents	Documentation of information security management system is developed and complies with legislative/regulatory requirements.													Information Security Manager
2.3.2	Objective	Improve information security policy													
	Objective Outcome Indicator	Number of cyber incidents avoided													
N	Activity	Activity Performance Indicator	Term of Implementation											Responsible Body/Unit	
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI		XII
2.3.2.1	Upgrade cybersecurity and update licenses	Cyber attack protection systems and licenses updated													Electoral Information Technology Department

2.3.2.2	Improvement of the technical means of protection against cyber attacks	Needs are explored The technical means are updated as needed																	Electoral Information Technology Department
2.3.2.3	Conduct remote trainings for DEC members on Cyber-hygiene	Training program is defined Training is held Number of participants																	Human Resources Management and Workforce Security Department Department of Relations with Election Commissions Training Centre
3	Strategic Pillar	Electoral Services and Technologies	Implementation of innovative, effective technologies and modernization of electoral services to improve electoral process																
3.1.	Goal	Electoral services improved and modernized																	
3.1.1	Objective	Providing electoral services, standardization and optimization of operations																	
	Objective Outcome Indicator	Uniform approaches are adopted Election services positively assessed by observer organizations																	
N	Activity	Activity Performance Indicator	Term of Implementation												Responsible Body/Unit				
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII					
3.1.1.1	Organize/conduct the elections of the representative body of the municipality - Sakrebulo, the executive body of the municipality - the mayor	Electoral procedures are implemented																All Departments	
3.1.1.2	Training of members of DEC's and PEC's	The concept of trainings is updated Number of trained trainers Number of trained DEC and PEC members The results of the training evaluation are reflected in the report																Training Centre	
3.1.1.3	Improve Call Center service	An analysis of the services provided by the Center in 2020, including for risk groups for Covid 19 The concept of the center's activities is updated The service is improved Statistical information is processed and published The results of customer service evaluations are reflected in the report																Public Relations Department Election Process Management Department	

3.1.2	Objective	Improvement of electoral infrastructure													
	Objective Outcome Indicator	The election administration infrastructure provides the opportunity to carry out electoral operations and respond to new challenges and demands													
N	Activity	Activity Performance Indicator	Term of Implementation												Responsible Body/Unit
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	
3.1.2.1	Implement electronic management of CEC sessions	Electronic voting by CEC members is technically and programmatically provided	■	■	■	■									Office of the CEC Secretary (Department) Finance Department Electoral Information Technology Department
3.1.2.2	Improve infrastructure of election administration	The repair works in DECs are identified Repair works of CEC infrastructure are carried out	■	■	■	■	■	■	■	■	■	■	■	■	Finance Department
3.1.2.3	Purchase necessary inventory/material for conducting elections	Needs assessment is carried out (including equipment / services required for pandemic prevention and assistive devices for persons with disabilities) Procurement procedures are carried out Inventory distribution is carried out			■	■	■	■	■	■	■	■	■		Finance Department Election Process Management Department
3.1.2.4	Cooperate with state agencies to locate polling stations	Communication with relevant entities is carried out Information on locating polling station is retrieved Information on adapted polling stations is requested from the responsible agencies and processed								■	■				Election Process Management Department
3.1.2.5	Organize certification for election administration officials	At least one certification exam is conducted Electronic software is improved	■	■	■	■	■	■	■	■	■	■	■		Training Centre Electoral Information Technology Department
3.1.3	Objective	Simplify participation in the electoral processes for voters and other stakeholders													
	Objective Outcome Indicator	Electoral stakeholders express their satisfaction with the simplified services offered Number of services offered to stakeholders													
			Term of Implementation												

N	Activity	Activity Performance Indicator	Term of Implementation												Responsible Body/Unit				
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII					
3.1.3.1	Create new opportunities for electronic registration	<p>Working group is created The technical task is prepared</p> <p>The concept of an online candidate registration program is developed The concept of an online candidate registration program is developed</p> <p>New possibilities for electronic registration are evaluated by the users of the program and the results are reflected in the report</p>																	CEC Working Group
3.1.3.2	Process the voter lists, improve accessibility and analyze	<p>The data received from the relevant agencies is processed The analysis is done Voter lists using various services are available DECs have verified the data and the gaps have been eliminated</p>																	Election Process Management Department
3.2.	Goal	Tools for voter and stakeholder awareness through technologies promoted																	
3.2.1	Objective	Improve electronic services																	
	Objective Outcome Indicator	Electronic services are used by consumers																	
N	Activity	Activity Performance Indicator	Term of Implementation												Responsible Body/Unit				
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII					
3.2.1.1	Update an online service program	<p>Electronic services are identified and updated as needed</p> <p>The website required for the court ordering is updated</p> <p>Number of e-service users</p>																	Electoral Information Technology Department
3.2.2	Objective	Use information resources and communication channels effectively																	
	Objective Outcome Indicator	Customer satisfaction is increased																	
N	Activity	Activity Performance Indicator	Term of Implementation												Responsible Body/Unit				
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII					

3.2.2.1	Create an opportunity to evaluate information services	Working group is created Consumer services are identified and evaluated																CEC Working Group
3.3.	Goal	Improve the legislative framework and support uniform enforcement																
3.3.1	Objective	Implement electoral system, legislative news and support uniform understanding of the legislative framework																
	Objective Outcome Indicator	The uniform practice of decisions made by the election administration regarding electoral stakeholders is not named as a problem and challenge in the reports of local and international organizations																
N	Activity	Activity Performance Indicator	Term of Implementation												Responsible Body/Unit			
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII				
3.3.1.1	Conduct meetings regarding legislative topics and electoral disputes	Materials are prepared Meetings with DEC's and electoral stakeholders are held Number of participants																Legal Department
3.3.1.2	Update the Disputes Handbook and Uniform Practices Document with electoral stakeholders concerning relevant legislative changes	Handbook is updated Number of meetings conducted Number of participants																Legal Department
3.3.1.3	Strengthen the capacity of administrative proceedings related to the disputes of the CEC and the DEC	Instruction is updated Trainings are conducted Number of participants																Legal Department Training Centre
3.3.2	Objective	Simplify election procedures and refine technical / procedural legislation																
	Objective Outcome Indicator	The proposals submitted by the election administration are reflected in the legislation																
N	Activity	Activity Performance Indicator	Term of Implementation												Responsible Body/Unit			
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII				
3.3.2.1	Legal analysis of the elections and preparation of recommendations	The legal acts issued by the CEC and the districts are analyzed and recommendations are prepared A package of legislative proposals are prepared and submitted to Parliament																Legal Department

3.4.	Goal	Promoting the use of election technologies													
3.4.1	Objective	Exploring the possibilities of introducing innovative technologies													
	Objective Outcome Indicator	Relevant election technologies have been identified													
N	Activity	Activity Performance Indicator	Term of Implementation												Responsible Body/Unit
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	
3.4.1.1	Study of the possibility of introducing electoral technologies	A working group is set up													CEC Working Group
		International experience is explored													
		Opportunities are discussed													
3.4.2	Objective	Simplify election procedures using technology													
	Objective Outcome Indicator	The introduced technological changes are positively evaluated													
N	Activity	Activity Performance Indicator	Term of Implementation												Responsible Body/Unit
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	
3.4.2.1	Improving the "Armas" of the election management system	Changes to the program are identified													Electoral Information Technology Department Election Process Management Department
		New modules are created in the system													
		The program is implemented													
		The evaluation of the new modules of the program by the users is reflected in the report													
4	Strategic Pillar	Inclusive Electoral Environment													
		Create an equally accessible environment for everyone, promoting the involvement of all actors in the electoral process													
4.1.	Goal	Access of vulnerable groups to electoral processes improved													
4.1.1	Objective	Promote participation of ethnic minorities in the electoral processes by providing accessible information													
	Objective Outcome Indicator	Number of mechanisms used to promote the involvement of ethnic minorities in electoral processes													
N	Activity	Activity Performance Indicator	Term of Implementation												Responsible Body/Unit
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	

4.1.1.1	Translate election documentation and other informational material in Armenian and Azerbaijani languages	Number of election documentation and other informational material in Armenian and Azerbaijani languages Relevant documentation / materials																			Coordination, Planning and Reporting Department Election Process Management Department
		Relevant documents / materials are posted at the polling stations																			
4.1.1.2	Ensure an access to CEC informational/ advertising materials in Armenian and Azerbaijani languages	Number of videos translated into Armenian and Azerbaijani Ethnic Minority Information Video on Services Available to Voters Prepared Number of media used																			Public Relations Department
4.1.2	Objective	Promote participation of persons with disabilities and other target groups in the electoral processes																			
	Objective Outcome Indicator	Number of mechanisms used for promoting participation of persons with disabilities and other target groups in the electoral processes																			
N	Activity	Activity Performance Indicator	Term of Implementation												Responsible Body/Unit						
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII							
4.1.2.1	Considering fully the needs of persons with disabilities in the process of equipping polling stations	Two copies of Tactile ballot guide is available for blind voters in all polling stations Two magnifying sheets are available for persons with vision impairment in all polling stations Information poster is available in all polling stations Special voting booth is available for wheel-chair users at adapted polling stations																			Election Process Management Department
4.1.2.2	Providing access to CEC information videos for persons with disabilities (including those receiving support)	CEC information videos are available for persons with disabilities A video clip about the services available for persons with disabilities has been made Number of video ads																			Public Relations Department Coordination, Planning and Reporting Department

4.1.2.3	Retrain the election administration staff to support independent participation of voters with disabilities in elections	<p>The training modules for the members of the district and precinct election commissions provide for the promotion of independent participation of persons with disabilities in the elections</p> <p>Trainings for District and Precinct Election Commission Members on Promoting Independent Participation of Voters in Elections</p> <p>Number of participants in the training</p>																			Training Centre	Coordination, Planning and Reporting Department	
4.1.2.4	Upgrading the e-learning program for independent participation in the elections of persons with disabilities for those interested	<p>The Instruction on Promoting Independent Participation in Elections of Persons with Disabilities has been updated</p> <p>Program tests are prepared</p> <p>Number of program users</p>																				Coordination, Planning and Reporting Department	
4.1.2.5	Organizing online meetings with persons with disabilities regarding election issues	<p>At least one information meeting was held (deaf and hard of hearing, blind, physically handicapped, support recipients)</p> <p>Number of participants</p>																				Coordination, Planning and Reporting Department	
4.2.	Goal	Equal election environment supported																					
4.2.1	Objective	Implement activities to ensure gender equality																					
	Objective Outcome Indicator	Number of activities to promote gender equality																					
N	Activity	Activity Performance Indicator	Term of Implementation												Responsible Body/Unit								
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII									
4.2.1.1	Development of gender portal	<p>According to the elections, the gender statistics of the voters registered in the Unified Voters List by age are posted on the portal</p> <p>Statistical information of the candidates running in the elections held in different years is retrieved / processed and posted on the portal</p>																				Coordination, Planning and Reporting Department	Election Process Management Department
4.2.2	Objective	Promote women participation in the electoral processes																					
	Objective Outcome Indicator	Number of mechanisms used to promote women participation in the electoral processes																					
N	Activity	Activity Performance Indicator	Term of Implementation												Responsible Body/Unit								
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII									

Objective Outcome Indicator		Supportive mechanisms for institutional efficiency are improved														
N	Activity	Activity Performance Indicator	Term of Implementation												Responsible Body/Unit	
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
5.1.4.1	Develop a plan of activities for district election commissions	The plan has been developed and approved by the order of the CEC chairperson		■	■											Election Process Management Department
5.1.4.2	Ensure an access to election-related expenditure	Accounts are prepared according to the standard and uploaded on portals												■		Finance Department
5.1.4.3	Subject to state control of the election administration and the CEC Carrying out internal audit of the organization	Internal audit was conducted in at least 2 structural units and at least 5 district election commissions Relevant recommendations have been prepared and submitted	■	■	■	■	■	■	■							Legal Department
5.1.4.4	Develop relevant recommendations and monitor implementation as needed as a result of the internal audit	Monitoring of the implementation of the recommendations prepared in 2019 was conducted			■	■	■	■	■	■	■	■	■	■		Legal Department
5.2.	Goal	Human resource capacity development														
5.2.1	Objective	Promoting the professional development of employees														
	Objective Outcome Indicator	Number of professional development mechanisms														
N	Activity	Activity Performance Indicator	Term of Implementation												Responsible Body/Unit	
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII		
5.2.1.1	Implementation of an orientation training course for newly appointed / elected employees in the election administration	The participants of the orientation training course have been identified The training course "Labor Relations" has been conducted Number of participants "Election Review - General Training Course" has been conducted Number of participants Training course "Rules of Procedure and Rules of Work in the Electronic Program of Case Management (Edocument)"	■	■	■	■	■	■	■	■	■	■	■	■	■	Human Resources Management and Workforce Security Department Training Centre Office of the CEC Secretary

		Number of participants																	(Department)
5.2.1.2	Election Administrator Courses - "For Potential Precinct Election Commission Members"	Concept of activity and training material Prepared																	Training Centre Election Process Management Department
		Number of trained trainers																	
		Number of municipalities																	
		Number of participants																	
5.2.1.3	Conducting trainings for the representatives of the DECs	Training on the use of the election management system "Armasi" has been conducted																	Election Process Management Department
		Case management and election Registration training has been conducted																	Office of the CEC Secretary (Department)
		Legal writing training has been conducted																	Legal Department Finance Department
		Training in financial management has been conducted																	
5.2.1.4	Conducting training needs analysis and Prepare a training plan	The annual training plan is approved by the order of the CEC chairperson																	Human Resources Management and Workforce Security Department
		Number of trainings conducted																	
		Number of trained staff																	
5.2.1.5	Implementation of mentoring	Number of selected mentors																	Human Resources Management and Workforce Security Department
		Number of staff who were mentored																	
		A report on the progress of mentoring has been prepared																	
5.2.2	Objective	Maintaining and encouraging human capital																	
	Objective Outcome Indicator	Qualified human capital is maintained, incentive mechanisms are in place																	
N	Activity	Activity Performance Indicator	Term of Implementation												Responsible Body/Unit				
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII					

5.2.2.1	Conducting employment analysis of educational programs (Electoral Development School, Administrator courses)	Analysis of further employment of graduates of educational programs (School of Electoral Development, Administrator courses) in 2020-2021																			Election Process Management Department
5.2.2.2	Conduct an anonymous survey of employee satisfaction and motivation	Anonymous survey of satisfaction and motivation was conducted with the participation of at least 70% of CEC employees The analysis of the research results has been carried out Relevant recommendations have been prepared and submitted to the CEC leaders																			Human Resources Management and Workforce Security Department
5.2.2.3	Introduce an effective mechanism for attracting and retaining qualified staff	Positions in the CEC staff where there is a need to attract qualified staff have been identified Develop a recruitment model tailored to the goals and objectives of the organization and implement relevant activities Develop / implement forms of intangible incentives																			Human Resources Management and Workforce Security Department
5.2.3	Objective	Strengthen organizational ethics and corporate culture																			
	Objective Outcome Indicator	Number of measures taken to strengthen organizational ethics and corporate culture																			
N	Activity	Activity Performance Indicator	Term of Implementation												Responsible Body/Unit						
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII							
5.2.3.1	Organizing social activities	Social activities are organized Number of shares																			Human Resources Management and Workforce Security Department

