

## Action Plan of Election Administration for 2016

№	Objective	Activity	Indicator	Term for Implementation of the Activity												Result	Resource / Responsible Unit		
				I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII				
<b>Strategic Pillar 1: Institutional Strengthening</b>																			
<i>Strengthen independence, professionalism of and confidence in the Election Administration; establish a system with an effective budget policy and continuous organizational and professional development. Contribute to the development of democratic processes.</i>																			
1.1	<b>Ensure effective EMB management</b> Improve organizational policies, structure and procedures. Improve planning, implementation, monitoring and reporting processes. Improve internal communication.	1.1.1	Improve/review the rule for reporting and drafting annual action plan	Not less than two recommendations are considered													Reporting process is improved	Coordination, Planning and Reporting Department	
		1.1.2	Elaborate strategic plan for internal audit service, analyze risks, define priorities	Risk analysis is implemented, priorities are defined  Draft project of the strategic plan is elaborated and submitted for approval														Strategic plan of the internal audit service is elaborated and approved	Internal Audit Service
		1.1.3	Implement internal audit of the organization under the state control of the CEC and the Election Administration	Internal audit is implemented in order to improve management and achieve better, productive and thrifty management of budgetary funds														Internal audit is implemented and relevant report is drafted	Internal Audit Service
		1.1.4	Elaborate recommendations on the basis of the needs revealed through the internal audit and monitor the implementation	Relevant recommendations are prepared and submitted  Monitoring of recommendation implementation is conducted														Recommendations are elaborated and report is submitted	Internal Audit Service
		1.1.5	Increase role/participation of the CEC members in the process of strategy implementation	Not less than three mechanism is suggested to ensure participation in the process of strategy implementation														Mechanism is suggested	Coordination, Planning and Reporting Department
		1.1.6	Develop the communication plan between the CEC and DECs	Internal communication plan is introduced and piloted														Internal communication plan is introduced  Internal communication process is improved	Human Resources Management Service
		1.1.7	Develop the communication plan among the CEC structural units																
		1.1.8	Anonymous survey of employee satisfaction and motivation	Anonymous survey of employee satisfaction is conducted  The survey results are analyzed  Relevant recommendations are submitted to the CEC management														Anonymous survey of employee satisfaction and motivation is conducted	Human Resources Management Service
		1.1.9	Introduce business processes management system to the CEC apparatus	Identification of the CEC business process is conducted (surveys, interviews, relevant documents and acts are studied) visualization, analysis, recommendations are elaborated and the system of business process management is introduced (along with the CEC management)														Business processes management system is introduced to the CEC apparatus	Human Resources Management Service  Informational Technologies Department
		1.1.10	Analyze election expenditures according to the standard	Report(s) are prepared according to the standard														Election expenditures are analyzed according to the standard	Finance Department

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		1.1.11 Improve financial management, accounting, and inventory accounting process at the DEC's	Guideline/ instruction is elaborated Relevant training is conducted														Financial management is improved at the DEC's	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														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 Technologies Department
		1.1.15 Elaborate the documents on informational assets management	Document is elaborated														The documents on informational assets management process is elaborated	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	<b>Human resources development</b> 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														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

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		1.2.6 Elaborate document (guidelines) for DEC on correspondence and election registrations, conduct workshops with DEC's	Document (guidelines) on correspondence and election registration for the DEC's is elaborated  Workshops for the DEC members are conducted														Correspondence and election registration process of the DEC's 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	<b>Improve infrastructure</b>  Develop modern infrastructure and utilize innovative information technologies.	1.3.1 Ensure VPN support at the DEC's	VPN support is ensured at 10 DEC's														VPN support is available at the DEC's	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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		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-Documents)	Content and technical support of electronic system of correspondence (e-Documents) is updated														Electronic system of correspondence (e-Documents) 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

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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	<p>Concept is updated</p> <p>New Advertisements (audio/video) are created and aired</p> <p>Printed informational-image materials are developed and placed</p> <p>Internet and outdoor banners are created and placed</p>														Image Campaign of Election Administration is Implemented	Public Relations Department	
		1.4.2 Update the CEC web-page	<p>Webpage is updated</p> <p>Webpage is adapted for visually impaired voters</p>														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)	<p>Theme of the conference is defined</p> <p>Participants are invited</p> <p>Logistics of the conference is ensured</p> <p>Number of participant organizations</p>															Annual Meeting of Election Management Bodies (EMB) is conducted	Public Relations Department Finance Department
		1.4.5 Organize CEC informational Center	<p>Contest for operators is organized</p> <p>Operators are selected</p> <p>Qualification of operators is increased</p> <p>Number of calls</p>															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

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<b>Strategic Pillar 2: Civic and Voter Education</b>																			
<i>Increase the level of civic engagement through educational programs; increase voter turnout and increase the number of informed voters.</i>																			
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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		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	<b>Increase level of electoral culture</b>  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 Organize 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 contests are organized	CEC CEC Training Center
		2.3.2 Organize meetings with stakeholders	Number of meetings															Meetings with stakeholders are conducted	CEC CEC Training Center
<b>Strategic Pillar 3: Electoral Environment</b>																			
<i>Create an inclusive electoral environment through the active participation of stakeholders in election processes, support improved legislation.</i>																			
3.1	<b>Support improved legal framework</b> 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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3.2	<b>Ensure electoral integrity</b>  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	<b>Ensure an inclusive electoral environment</b>  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	<b>Support the development of an environment with greater gender equality</b>  Develop and implement the Election Administration's gender equality policy; encourage women's participation in political and public life.	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
		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		



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<b>Strategic Pillar 4: Electoral Operations</b>																			
<i>To ensure Election Day is organized on a highly professional level; to inform society of ongoing election processes and results in an efficient manner;</i>																			
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