

STRATEGIC PLAN

2020
2023



ELECTION
ADMINISTRATION
OF GEORGIA



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OF GEORGIA

STRATEGIC PLAN | 2020 2023



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Address of the Chairperson

DEAR FRIENDS AND PARTNERS OF THE ELECTION ADMINISTRATION,

HEREBY, WE PRESENT THE STRATEGIC PLAN OF THE ELECTION ADMINISTRATION OF GEORGIA FOR THE PERIOD OF 2020-2023. IT SHOULD BE HIGHLIGHTED THAT THE ELECTION ADMINISTRATION IS CONSTANTLY EVOLVING, ADOPTING NEW TECHNOLOGIES AND RESPONDING TO THE CHALLENGES IT FACES. EVERY STRATEGIC PLAN IS BASED ON RELEVANT PRIORITIES, GOALS AND OBJECTIVES.

DURING THE IMPLEMENTATION OF THE 2015-2019 STRATEGIC PLAN, WE ACHIEVED SIGNIFICANT SUCCESS IN INSTITUTIONAL STRENGTHENING, CIVIC AND VOTER EDUCATION, DEVELOPMENT OF THE ELECTORAL ENVIRONMENT AND IMPROVEMENT OF ELECTORAL OPERATIONS.



WE MUST RESPOND TO THE NEW CHALLENGES WE FACE AS AN OPEN, COMPETENT AND CREDIBLE INSTITUTION BY FURTHER DEVELOPING AND STRENGTHENING THE DEMOCRATIC ELECTORAL PROCESS. NEW STRATEGIC PLAN IS IN LINE WITH THIS VISION.

IT IS NOTEWORTHY THAT, THE PRESENTED STRATEGIC PLAN DOES NOT ADDRESS ISSUES THAT ARE IMPORTANT FOR THE FORMATION OF THE ELECTORAL ENVIRONMENT, HOWEVER, ACCORDING TO THE LEGISLATION, DO NOT FALL UNDER THE MANDATE OF THE ADMINISTRATION. WE STAND READY, WITHIN OUR COMPETENCE, TO DISCUSS IMPORTANT ISSUES AND PRESENT OUR PROFESSIONAL VISION IN TERMS OF IMPLEMENTATION.

I WOULD LIKE TO EXPRESS MY GRATITUDE TO THE INTERNATIONAL FOUNDATION FOR ELECTORAL SYSTEMS (IFES) FOR THEIR CONTRIBUTIONS AND EXPERT ASSISTANCE IN THE DEVELOPMENT OF THE NEW STRATEGIC PLAN.

I HOPE THAT THE 2020-2023 STRATEGIC PLAN WILL SERVE AS A GUIDE FOR THE NEXT FOUR YEARS FOR BOTH – THE ELECTION ADMINISTRATION AND ELECTORAL STAKEHOLDERS AND THROUGH ITS IMPLEMENTATION, WE WILL JOINTLY CONTRIBUTE TO THE DEVELOPMENT AND SUCCESS OF THE COUNTRY.

TAMAR ZHVANIA

**CHAIRPERSON OF THE CENTRAL
ELECTION COMMISSION OF GEORGIA**



საქართველოს საარჩევნო ადმინისტრაცია
საქართველოს ცენტრალური საარჩევნო კომისია

განკარგულება №212/2019

საქართველოს საარჩევნო ადმინისტრაციის 2020-2023 წლების სტრატეგიული გეგმის
დამტკიცების თაობაზე

ქ. თბილისი

2019 წლის 26 დეკემბერი

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

მუხლი 1. დამტკიცდეს საქართველოს საარჩევნო ადმინისტრაციის 2020-2023 წლების სტრატეგიული 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 2020 წლის პირველი იანვრიდან.

კომისიის თავმჯდომარე

თამარ ჟვანია

კომისიის მდივანი

გიორგი ჯავახიშვილი



INTRODUCTION

Elections held by the Election Administration (EA) during 2015-2019 at the professional level were positively evaluated by local and international observer organizations prompting a significant increase in public confidence in the electoral process and administration¹.

The positive dynamics of public attitude and international recognition are evidenced by both public opinion polls and international awards that the election administration received in 2015-2019 in the following nominations:

- Citizen engagement;
- Electoral conflict management;
- Minority involvement;
- Election management;
- Introduce innovative practices.

In addition, Tamar Zhvania, Chairperson of the Central Election Commission (CEC) of Georgia was awarded the Joe C. Baxter Award for supporting the development of electoral processes.

¹ Three general elections (Parliament of Georgia, Municipal and President of Georgia), 12 By-elections and three extraordinary elections.



It is noteworthy that as a result of the implemented reforms and modern management methods, the CEC quality management system fully complies with the requirements of the international standard, which was acknowledged by the receipt of the international standard ISO 9001: 2015.



As a result of the implementation of the 2015-2019 Strategic Plan:

- A planning and reporting system was introduced, which improved management tools. In addition, Election Process Management System (EPMS) has been improved, as a result of which the election administration provides, stores and processes a large amount of information related to the election process in a unified database;
- An electronic archive program has been introduced to improve the institutional memory of the election administration;
- An electronic registration program has been developed and introduced, which provides simplified registration procedures for political parties, local and international observers and media representatives;
- A pool of trainers was formed, which was further strengthened by the DEC members. The trainers provide educational programs for electoral stakeholders, as well as the qualification training programs – for the election administration staff to ensure awareness of the electoral issues;
- New election information/educational programs have been designed and implemented for both youth and other stakeholders. Curricula implemented in public schools and universities have increased awareness of electoral issues; The CEC initiated program “Electoral Development School” promoted youth involvement in electoral and civic processes;
- New mechanisms for informing and communicating with voters have been introduced. The “Talk to Voters” information campaign promoted enhanced communication between the election administration and voters both in Georgia and abroad;

- Innovative services were introduced to facilitate the realization of voters' suffrage. Voters have the opportunity to verify their personal data through the CEC website (voters.cec.gov.ge), mobile phones, tablets, and pay-box machines installed nationwide;
- Services have been introduced for persons with disabilities prompting increasing their independent participation in elections;
- Outreach to ethnic minority voters increased, which further supported their integration into the electoral process;
- Mechanisms of cooperation with various institutions for the security of polling stations were established;
- A gender equality policy has been developed and is being implemented;
- Two pilot projects on electronic vote counting were carried out to further investigate the feasibility of its use. The initiative envisaged rapid counting of preliminary election results using electronic ballot counting machines at several polling stations, which was successfully implemented.

This document represents a Strategic Plan for the Election Administration 2020-2023, which was developed based on the results of the implementation of the previous Strategic Plan, the expectations of the stakeholders, the recommendations of international organizations and the analysis of new challenges.

MANDATE

The Election Administration of Georgia is an administrative body, which, within its authority, is independent from other state bodies and operates in accordance with the legislation of Georgia.

The election administration organizes the elections of the President of Georgia, Parliament of Georgia, municipal representative body – Sakrebulo, municipal executive body – mayor elections, referendum and plebiscite.

The supreme body of the Election Administration of Georgia is the Central Election Commission (CEC), which within its authority directs and controls election

commissions at all levels and ensures uniform application of the election legislation throughout the territory of Georgia.

The 2020-2023 Strategic Plan of the Election Administration of Georgia shall be implemented by:

- CEC and its staff;
- District Election Commissions;
- Precinct Election Commissions.

The LEPL – Electoral Systems Development, Reforms and Training Centre within its competence is involved in the implementation of the Strategic Plan of the election administration officially overseen by CEC.

THE STRATEGIC PLANNING PROCESS

The methodology developed by the International Foundation for Electoral Systems (IFES) was used in the preparation of the Strategic Plan for the Election Administration 2020-2023, which is based on the following stages of strategy planning and implementation:

- Process initiation;
- Define action plan for the strategic plan development;
- Definition of strategic foundations;
- Organizational assessment;
- Definition of strategic pillars, goals and objectives;
- Consultations with the stakeholders;
- Development and the adoption of the final version of the strategic plan;
- Deployment of the strategic plan to staff;
- Strategic plan implementation.

In order to create a four-year strategic plan of the election administration, by the CEC Chairperson order N01-05 of February 6, 2019, a strategic planning working group was established².

2 Ana Mikeladze – Head of working group, CEC Spokesperson; working group members: Sophio Sitchinava – Head of Coordination, Planning and Reporting Department; Ketevan Dangadze – Head of Public Relations Department; Otar Buskivadze – Head of Finance Department; Tamar Shukakidze – Head of Human Resources Management Department; Tamaz Sharmanashvili – Advisor to CEC Chairperson; Natia Zaalishvili – Head of LEPL Electoral Systems Development, Reforms and Training Centre; Giorgi Kalandarishvili – Head of Legal Maintenance Division of the Legal Department; Iveta Tchelishvili – Chief Specialist of first category of Coordination, Planning and Reporting Department; Nikoloz Prostoserdov – Chief Specialist of second category Coordination, Planning and Reporting Department.

The working group actively engaged with the CEC members, all CEC structural units, DEC's and Training Centre during the development of the strategy, regularly reporting on the work in progress to the CEC senior staff.

Working group:

- Defined an action plan for developing a strategic plan;
- Carried out the strategic planning process preparations using appropriate methodologies³;
- Studied the views expressed by the stakeholders during the meetings of various formats and reflected them to the extent possible in the text of the document;
- Identified the fundamental principles, mission, vision and values of the election administration;
- Developed strategic priorities, goals and objectives of the election administration;
- Introduced the draft strategic plan to representatives of local and international organizations for consultation;
- Developed a monitoring and evaluation plan for the strategic plan;
- Held consultations with CEC members;
- Submitted drafts of the strategic plan and its monitoring and evaluation plan to the CEC Chairperson.

The CEC approved the Strategic Plan of the Election Administration 2020-2023 by ordinance N212/2019 of December 26, 2019, while the monitoring and evaluation plan was approved by the order of the CEC Chairperson. The CEC officials presented the approved strategic plan to the electoral stakeholders, while the working group delivered it to representatives of the Election Administration and Training Centre.

According to the priorities, goals and objectives set by the Strategic Plan 2020-2023, the Election Administration will annually develop action plans.

3 Mid-term evaluation of the strategic plan 2015-2019; Analysis of strengths, weaknesses, opportunities, and threats (SWOT); discrepancies/needs analysis (GAP); Analysis of electoral stakeholders' assessments, reports of local and international observer organizations and various public opinion polls.

VISION MISSION VALUES

Our vision, as of an open, competent and reliable institution is to ensure the development and fortification of the democratic electoral process.

Our mission is to support the development of electoral culture, provide equally accessible, effective, innovative services to voters and other electoral stakeholders and conduct secure electoral processes in accordance with the international standards of credibility.

For the successful implementation of the mission, we express our corporate commitment to the following values:

INDEPENDENCE

We act only on the basis of the law and take decisions independently from the parties involved in the elections

IMPARTIALITY

We make objective and law-based decisions with respect to all parties

TRANSPARENCY

We provide openness, publicity and access to information for the public

RESPONSIBILITY AND ACCOUNTABILITY

We are the institution responsible for its actions and in addition to the institutions defined by the legislation, regularly reports to the public

PROFESSIONAL CREDIBILITY AND ETHICS

We manage the electoral process by competent and decent election officials facilitating to the credibility of the electoral process

INNOVATION AND SERVICE ORIENTATION APPROACH

We adopt innovations in the electoral processes based on the changing needs and deliver quality-oriented service to parties involved

INCLUSIVENESS AND GENDER EQUALITY

We provide for the creation of equal environment for everyone and take gender aspects into consideration in all our activities

PROACTIVITY AND INVOLVEMENT

We collaborate with all electoral stakeholders to ensure credible, democratic elections

STRATEGIC PILLARS, GOALS AND OBJECTIVES

STRATEGIC PILLAR I. 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

STRATEGIC GOAL:	STRATEGIC OBJECTIVE:
I.1 Voters and other stakeholders informed/educated	I.1.1. Define and implement effective educational programs I.1.2. Define and implement innovative information campaign
I.2. Ethical norms and civil dialogue strengthened	I.2.1 Support the cooperation with electoral stakeholders based on mutual respect and professionalism I.2.2 Support adherence to ethical norms by employees of election administration I.2.3. Increase awareness of electoral stakeholders about elections free from electoral violence and hate speech

STRATEGIC PILLAR 2. ELECTORAL INTEGRITY AND SECURITY

Develop and implement effective mechanism together with electoral stakeholders to ensure a secure, credible electoral environment

STRATEGIC GOAL:	STRATEGIC OBJECTIVE:
2.1. Confidence in the election administration and electoral processes promoted	2.1.1. Support the development and implementation of mechanisms aiming at addressing disinformation and fake news 2.1.2. Support the development and implementation of mechanisms reducing fake observation impact 2.1.3. Support strengthening of cooperation with electoral stakeholders 2.1.4. Support transparent electoral environment 2.1.5. Strengthen international cooperation and support 2.1.6. Support prompt/timely publication of election results
2.2. Secure election environment promoted	2.2.1. Implement effective mechanisms that ensure uninterrupted and safe administration of the electoral process 2.2.2. Strengthen cooperation with law enforcement agencies with the aim of holding peaceful elections
2.3. Capacity of the election administration to prevent cyber security threats increased	2.3.1. Improve information security policy 2.3.2. Improve cyber security

STRATEGIC PILLAR 3. ELECTORAL SERVICES AND TECHNOLOGIES

Implementation of innovative, effective technologies and modernization of electoral services to improve electoral process

STRATEGIC GOAL:	STRATEGIC OBJECTIVE:
3.1. Electoral services improved and modernized	3.1.1. Providing electoral services, standardization and optimization of operations 3.1.2. Improve election infrastructure 3.1.3. Simplify participation in the electoral processes for voters and other stakeholders
3.2. Tools for voter and stakeholders awareness through technologies promoted	3.2.1. Improve electronic services 3.2.2. Use information resources and communication channels effectively
3.3. Improvement and uniform application of legislative framework supported	3.3.1. Implement electoral system, legislative news and support uniform understanding of the legislative framework 3.3.2. Simplify electoral procedures and enhance technical/procedural legislative issues
3.4. Use of election technologies supported	3.4.1. Explore the possibilities of introducing innovative technologies 3.4.2. Simplify electoral procedures via using technology

STRATEGIC PILLAR 4. INCLUSIVE ELECTORAL ENVIRONMENT

Creating an equally accessible environment for everyone, promoting the involvement of all actors in the electoral process

STRATEGIC GOAL:	STRATEGIC OBJECTIVE:
4.1. Access of vulnerable groups to electoral processes improved	4.1.1. Promote participation of ethnic minorities in the electoral processes by providing accessible information 4.1.2. Promote participation of persons with disabilities and other vulnerable groups ⁴ in the electoral processes
4.2. Equal election environment supported	4.2.1. Implement activities to ensure gender equality 4.2.2. Promote women participation in the electoral processes

⁴ Internally displaced persons, eco-migrants, persons living in mountainous regions, etc.

STRATEGIC PILLAR 5. EFFECTIVE MANAGEMENT AND INSTITUTIONAL STRENGTHENING

Delivery of quality services to electoral stakeholders as a result of increased effective management and institutional excellence

STRATEGIC GOAL:	STRATEGIC OBJECTIVE:
5.1. Management efficiency and quality control constantly improved	5.1.1 Develop the quality management standard(ISO) 5.1.2 Develop risk and crisis management capability 5.1.3 Improve management efficiency via electronic tools 5.1.4 Improve institutional efficiency 5.1.5 Enhance existing mechanisms for internal communication
5.2 Human resources capabilities developed	5.2.1 Support professional development of employees 5.2.2 Maintaining and promoting human capital 5.2.3 Strengthen corporate ethics and culture

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DEVELOPMENT
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