



ELECTION ADMINISTRATION OF GEORGIA **2022** **ACTION PLAN**

INTRODUCTION

2022 Action Plan of the Election Administration (Action Plan) is a set of activities defined by the Central Election Commission (CEC) of Georgia for 2022 and is based on the Strategic Plan of Election Administration 2020-2023.

The action plan has been developed by the Election Administration's planning, reporting and monitoring rules approved¹ by the CEC and is based on the information received from the CEC's structural units and the Training Center.

The received information was clarified at the working meetings conducted with the active participation of the CEC staff and the staff of the CEC Training Center. The plan was finalized at the field meeting conducted with the participation of the CEC members, heads of the CEC structural units and Training Center, where the activities carried out in 2021 were reported and summarized.

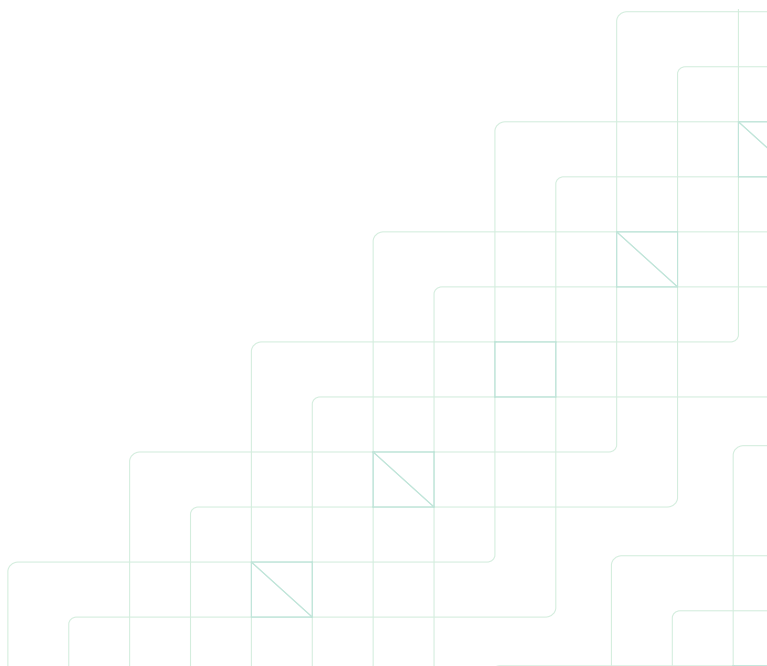
The action plan clearly describes the activities planned for 2022, measurable indicators, deadlines and responsible structural units/Training Center. The total action plan includes 62 activities combined within 5 strategic pillars, 12 goals and 29 objectives. As the legislation does not envisage general national elections to be conducted in 2022, priority is given to the assessment of the existing opportunities and development-oriented projects.

The action plan was approved by the CEC Decree №383 / 2021 of December 28, 2021.

1 The rules for planning, reporting and monitoring the activities of the Election Administration are approved by the CEC Decree №11 / 2020 of March 5, 2020.

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
	Central Election Commission of Georgia
Training Centre	LEPL Electoral Systems Development, Reforms and Training Centre
	District Election Commission
PWD	Persons with Disabilities
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





საქართველოს საარჩევნო ადმინისტრაცია
საქართველოს ცენტრალური საარჩევნო კომისია
განკარგულება №383/2021

საქართველოს საარჩევნო ადმინისტრაციის 2022 წლის სამოქმედო გეგმის
დამტკიცების შესახებ

ქ. თბილისი

2021 წლის 28 დეკემბერი

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

მუხლი 1. დამტკიცდეს საქართველოს საარჩევნო ადმინისტრაციის 2022 წლის სამოქმედო გეგმა, დანართის შესაბამისად.

მუხლი 2. ეს განკარგულება შეიძლება გასაჩივრდეს თბილისის საქალაქო სასამართლოს ადმინისტრაციულ საქმეთა კოლეგიაში (მისამართი: ქ. თბილისი, დავით აღმაშენებლის ხეივანი №64) მისი მიღებიდან 2 კალენდარული დღის ვადაში.

მუხლი 3. ეს განკარგულება ამოქმედდეს 2022 წლის პირველი იანვრიდან.

კომისიის თავმჯდომარე

გიორგი კალანდარიშვილი

კომისიის მდივანი

გიორგი ჯავახიშვილი



საქართველოს საარჩევნო ადმინისტრაცია
საქართველოს ცენტრალური საარჩევნო კომისია
განკარგულება №21/2022

„საქართველოს საარჩევნო ადმინისტრაციის 2022 წლის სამოქმედო გეგმის
დამტკიცების შესახებ“ საქართველოს ცენტრალური საარჩევნო კომისიის 2021 წლის 28
დეკემბრის №383/2021 განკარგულებაში ცვლილებების შეტანის შესახებ

ქ. თბილისი

2022 წლის 1 თებერვალი

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 2022 წლის სამოქმედო გეგმის
დამტკიცების შესახებ“ საქართველოს ცენტრალური საარჩევნო კომისიის 2021 წლის 28
დეკემბრის №383/2021 განკარგულებით დამტკიცებული დანართი, შეიცვალოს და
ჩამოყალიბდეს თანდართული სახით.

მუხლი 2. ეს განკარგულება შეიძლება გასაჩივრდეს თბილისის საქალაქო სასამართლოს
ადმინისტრაციულ საქმეთა კოლეგიაში (მისამართი: ქ. თბილისი, დავით აღმაშენებლის
ხეივანი №64) მისი მიღებიდან 2 კალენდარული დღის ვადაში.

მუხლი 3. ეს განკარგულება ამოქმედდეს მიღებისთანავე.

კომისიის თავმჯდომარე

გიორგი კალანდარიშვილი

კომისიის მდივანი

გიორგი ჯავახიშვილი

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 for a voter to make an informed choice													
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 educational programs have an increased awareness of electoral issues													
		Cumulative number of participants in educational programs has increased													
		Educational program is positively evaluated by majority of the participants													
№	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	Implement informational-study course for the students at XI-XII grade of public schools	Cooperation with the Ministry of Education and Science of Georgia is established Study materials are updated Number of trained trainers Informational-study program is implemented for 2 000 students at more than 200 public schools Meetings of Election Administration representatives with students are conducted Results of the training course evaluation are reflected in the report													Training Centre Strategic Communications Department
1.1.1.2	Conduct the learning course "Electoral Law" at higher education institutions	Study materials are updated Number of trained lecturers Number of the universities and alumni Meetings of Election Administration representatives with students are conducted Results of the training course evaluation are reflected in the report													Training Centre Strategic Communications Department
1.1.1.3	Conduct practical study course within the frames of "Law Clinic"	Curriculum and study materials are developed Number of the universities and students The results of the training course evaluation are reflected in the report													Training Centre Legal Department Election Process Management Department Strategic Communications Department Human Resources Management and Workforce Security Department
1.1.1.4	Implement information-learning campaign "Promoting Youth Involvement in the Open Government Process"	The concept of the information-learning campaign is developed Informational-educational materials has been developed Number of conducted events and participants The evaluation results are reflected in the report													Training Centre Strategic Communications Department

1.1.2	Objective	Define and implement innovative informational campaign													
	Objective Outcome Indicator	Novelties are defined and implemented during the information campaign													
N	Activity	Performance Indicator	Term of Implementation												Responsible Body/Unit
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	
1.1.2.1	Implement the informational campaign "Talk to Voters"	Working group is created and the project is updated													CEC Working Group
		60 meetings with voters are conducted, 12 meetings are conducted in regions densely populated by ethnic minorities, at least 2 meetings with minority ethnic groups are conducted													
		The report on informational campaign is prepared and submitted													
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 are developed and offered to the electoral stakeholders													
№	Activity	Performance Indicator	Term of Implementation												Responsible Body/Unit
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	
1.2.1.1	Create the platform of cooperation with electoral stakeholders	The topics of the meetings are defined													Strategic Communications Department Legal Department
		Meetings are held													
		Number of participants													
1.2.3	Objective	Raise awareness of electoral stakeholders about the elections free from violence and hate speech													
	Objective Outcome Indicator	International experience in electoral violence and hate speech, recognized standards are shared and needs are addressed													
№	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 an information campaign on elections free from violence and hate speech	Concept is prepared													Strategic Communications Department
		Amount of informational materials disseminated													
		Number of informational channels applied													

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	A mechanism for responding to disinformation and false news has been established																									
		Number of responses to misinformation and fake news																									
№	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	Mechanism to respond to disinformation and fake news is improved	Disinformation and fake news spread during the Municipal Elections is analyzed															Strategic Communications Department										
		Concept is updated																									
2.1.2	Objective	Support the development and implementation of mechanisms reducing fake observation impact																									
	Objective Outcome Indicator	Number of mechanisms developed to reduce the impact of biased observations																									
№	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 legal analysis of applications/complaints submitted to the Election Administration	The applications/complaints are processed and analyzed															Legal Department										
		The results of the analysis are shared with electoral stakeholders																									
2.1.3	Objective	Support strengthening of cooperation with electoral stakeholders																									
	Objective Outcome Indicator	Formats of cooperation with electoral stakeholders are supported and evaluated																									
№	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	Strengthen cooperation with organizations working on issues of persons with disabilities and ethnic minorities	The topics of the meetings are defined															Coordination, Planning and Reporting Department Election Process Management Department										
		At least two meetings of the working group on persons with disabilities are conducted at the CEC and one meeting is conducted at four DEC's																									
		At least two meetings of the working group on ethnic minorities are conducted at the CEC and one meeting is conducted at 12 DEC's																									
		Number of organizations and participants																									
2.1.4	Objective	Support transparent electoral environment																									
	Objective Outcome Indicator	Election information is published, public information is released and relevant reporting is ensured																									
		The transparency of the election process is positively evaluated in the reports of the observer organizations																									
№	Activity	Performance Indicator	Term of Implementation												Responsible Body/Unit												
I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII																
2.1.4.1	Create a standard for processing statistical information	Statistical information is issued by the CEC proactively and the statistical information which should be issued according to the rule is identified														Office of the CEC Secretary											
		A standard for processing statistical information is elaborated																									
		The abovementioned standard is integrated in the regulations of correspondence																									

2.1.5	Objective	Strengthen international cooperation and support													
	Objective Outcome Indicator	Number of international cooperation formats and information mechanisms													
		Number of positive evaluations of the election administration activities by international partners													
№	Activity	Performance Indicator	Term of Implementation												Responsible Body/Unit
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	
2.1.5.1	Organize the 10th International Conference of Election Management Bodies	Topic of the conference is defined													Strategic Communications Department Finance Department
		Number of participating organizations and representatives													
		The conference is organized and conducted													
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 in relation to informational security													
№	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	Analyze the monitoring of the procedures in terms of information security	Risks in terms of informational security are identified and preventive measures are defined													Information Security Manager
2.3.2	Objective	Improve cyber security													
	Objective Outcome Indicator	Evaluation of cyber attack protection systems is conducted and protection mechanisms are positively evaluated													
№	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	Improve Cybersecurity	Critical systems' audit is conducted													Electoral Information Technology Department
		Shortcomings identified as a result of the audit have been eliminated													
		Privacy of data related to the audit is protected													
		Confidentiality of information related to cyber threat mitigation is protected													

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													
	Objective	Improve election infrastructure													
3.1.2	Objective Outcome Indicator	Election Administration's infrastructure enables election operations and responds new challenges and requirements													
№	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	Introduction of electronic management system of CEC sessions	The process of electronic voting by CEC members is ensured technically and programmatically													Office Of The CEC Secretary Electoral Information Technology Department
		The voting software is operational at the CEC sessions													
3.1.2.2	Discuss the possibilities of introducing (piloting) new technologies	Working meeting with political parties is conducted													Electoral Information Technology Department Election Process Management Department
		Legislative body has adopted amendments on piloting technologies													
		Negotiations are conducted with donors to financially support the pilot implementation													
3.1.2.3	Assess the adapted/accessible polling stations available during the 2021 municipal elections	A project on the assessment of adapted polling stations is prepared with the participation of the working group on persons with disabilities													Coordination, Planning and Reporting Department Election Process Management Department CEC Working Group on Persons with Disabilities
		The evaluation has been carried out by the DEC's, the results are reflected in the report													
		Information is sent to the responsible state agencies in accordance with the legislation													
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 offered simplified services													
		Number of simplified services offered to electoral stakeholders													
№	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 an opportunity for electronic accreditation of media during the non-election period	During the non-election period, an electronic accreditation module is created for the representatives of media organizations													Election Process Management Department Electoral Information Technology Department
		The new possibility of electronic registrations is evaluated by users and the results are reflected in the report													
3.1.3.2	Create the possibility of online registration of election subjects	Legislative proposal is submitted													Election Process Management Department Electoral Information Technology Department
		Technical assignment on online registration of party lists/candidates is prepared													
		Program is created and piloted													

3.2.	Goal	Tools for voter and stakeholders awareness through technologies promoted													
3.2.1	Objective	Improve electronic services													
	Objective Outcome Indicator	Electronic services are applied by users													
№	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	Explore the possibilities of a service of sending a short text message to voters	The concept is developed													Election Process Management Department Strategic Communications Department Electoral Information Technology Department
		Pilot is implemented													
3.2.1.2	Update the appeals register	An analysis of the need to update the appeals register is conducted													Legal Department Electoral Information Technology Department
		The technical assignment is prepared													
		The register of complaints is updated													
3.2.2	Objective	Use information resources and communication channels effectively													
	Objective Outcome Indicator	Users satisfaction has increased													
№	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 a mobile application for voters	The concept is prepared													Election Process Management Department Strategic Communications Department Electoral Information Technology Department
		A technical assignment is created													
3.3.	Goal	Improvement and uniform application of legislative framework supported													
3.3.2	Objective	Simplify electoral procedures and enhance technical/procedural legislative issues													
	Objective Outcome Indicator	The proposals submitted by the Election Administration are reflected in the legislation													
№	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	Carry out a legal analysis of conducted elections	Legal acts issued by the CEC and DEC's are analyzed and recommendations are prepared													Legal Department
		A package of legislative proposals are prepared and submitted to Parliament													
3.3.2.2	Analyze the reports of local and international organizations on elections and prepare recommendations	The analysis is performed													Coordination, Planning and Reporting Department Legal Department
		The presentation material on the issued and considered recommendations is prepared													

3.4.	Goal	Use of election technologies supported													
3.4.1	Objective	Explore the possibilities of introducing innovative technologies													
	Objective Outcome Indicator	Relevant election technologies are identified													
№	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	Explore new opportunities for voters residing abroad to vote in elections	International experience has been explored													Election Process Management Department Strategic Communications Department
		Opportunities are discussed													
3.4.1.2	Organizing a competition on innovative election technologies	A working group is created													CEC Working Group
		Competition conditions are defined													
		Number of projects participating in the competition													
3.4.2	Objective	Simplify electoral procedures via using technology													
	Objective Outcome Indicator	Introduced technological changes are positively evaluated													
№	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	Update software of the election management system "EPMS"	Changes to be made are identified													Election Process Management Department Electoral Information Technology Department
		New modules are created and implemented													

4	Strategic Pillar 4	Inclusive Election Environment													
		Creating 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													
	Objective	Promote participation of ethnic minorities in the electoral processes by providing accessible information													
4.1.1	Objective Outcome Indicator	Number of mechanisms used to promote the involvement of ethnic minorities in the electoral process													
№	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	Conduct voter survey about offered election services in the regions densely populated with ethnic minorities	A questionnaire is developed													Coordination, Planning and Reporting Department Strategic Communications Department
		The results of the survey are reflected in the report													
4.1.1.2	Implementation of the pilot project - "Informational course for teachers of civic education at public primary and secondary school - Democratic Elections and Electoral Environment" in the regions densely populated with ethnic minorities.	Cooperation with the Ministry of Education and Science of Georgia is implemented													Training Centre Strategic Communications Department
		Informational materials are developed													
		Information-training courses for teachers of civic education is conducted in at least 20 public schools													
		Number of participants													
4.1.1.3	Implement the pilot project - "Support the conduct of Self-Government Elections in Public Schools" in the regions densely populated with ethnic minorities	Cooperation with the Ministry of Education and Science of Georgia is established													Training Centre Election Process Management Department
		A manual is developed													
		Number of trained trainers													
		Teachers and students in at least 20 public schools are instructed about procedures for self-government elections at public school													
		Number of participants													
		Organizational and technical support is provided by the DEC's for the conduct of the public school self-government elections													
4.1.1.4	Conduct informational meetings on the importance of engaging in electoral processes in the regions densely populated by ethnic minorities	Information materials are prepared													Training Centre Coordination, Planning and Reporting Department Election Process Management Department
		Meetings with youth and women at conducted by 12 DEC's													
		Number of participants													

4.1.2	Objective	Promote participation of persons with disabilities and other vulnerable groups in the electoral processes													
	Objective Outcome Indicator	Number of mechanisms used to encourage the involvement of persons with disabilities and other target groups in the electoral process													
N	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	Study international experience in statistical analysis of PWD voters' participation in elections	The practices of at least 15 Election Administrations have been studied													Coordination, Planning and Reporting Department
		The presentation is prepared													
		The obtained results are discussed in the format of the CEC working group													
4.1.2.2	Prepare/initiate legislative proposal related to the independent participation of wheelchair users in elections	Legislative proposal is prepared and is submitted to the Parliament of Georgia													Coordination, Planning and Reporting Department Legal Department Strategic Communications Department
		Following the legislative amendments an informational campaign is implemented													
4.1.2.3	Study the access of the beneficiary of support to the election documentation and information materials	Election documentation and information materials are studied													CEC Working Group on PWDs
		Recommendations are developed and submitted to the CEC													
4.2.	Goal	Equal election environment supported													
	Objective	Implement activities to ensure gender equality													
4.2.1	Objective Outcome Indicator	Number of measures taken to promote gender equality													
№	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	Improve the gender portal	The concept of portal development is elaborated													Coordination, Planning and Reporting Department CEC Gender Equality Council
		The portal is updated													
		Number of users													
4.2.1.2	Strengthen cooperation with organizations working on women issues	A meeting with the Gender Council of the Parliament of Georgia is conducted													CEC Gender Equality Council
		Meetings with local non-governmental organizations are held													
4.2.1.3	Review the gender policy of the Election Administration	The Election Administration gender policy document is updated													CEC Gender Equality Council
4.2.1.4	Promoting the history of elections in the gender context	The concept is developed													CEC Gender Equality Council Strategic Communications Department
		Number of events													
4.2.2	Objective	Promote women participation in the electoral processes													
	Objective Outcome Indicator	Number of mechanisms used to encourage women's involvement in the electoral process													
№	Activity	Performance Indicator	Term of Implementation												Responsible Body/Unit
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	
4.2.2.1	Study the barriers the female candidates face in election process	A questionnaire is elaborated													CEC Gender Equality Council
		The survey is conducted in cooperation with electoral stakeholders													
		The survey results are reflected in the report													
		The presentation is held													

5	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															
5.1.	Goal	Management efficiency and quality control constantly improved													
5.1.1	Objective	Develop the quality management standard(ISO)													
	Objective Outcome Indicator	The Management Quality Standard (ISO) is maintained and the control audit is successfully completed													
№	Activity	Performance Indicator	Term of Implementation												Responsible Body/Unit
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	
5.1.1.1	Update the quality management certificate	Recommendations issued by internal and external auditors are considered												Human Resources Management and Workforce Security Department	
		Number of meetings of the coordination council on quality management system development and implementation													
		Updated documents are agreed and is approved by the council													
		Internal and external (control) audits are successfully completed													
5.1.1.2	Implement labor safety policy	Labor security and health system management guideline is approved												Human Resources Management and Workforce Security Department Finance Department	
		Internal organizational audit is conducted and threats are identified													
		The analysis is implemented and preventive measures are identified													
		First aid training is conducted for at least 255 commission members and at least 100 CEC staff members													
		Labor security training is provided for newly appointed / elected employees													
5.1.2	Objective	Develop risk and crisis management capability													
	Objective Outcome Indicator	Risks are identified and crisis management mechanisms are developed													
N	Activity	Performance Indicator	Term of Implementation												Responsible Body/Unit
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	
5.1.2.1	Plan/implement risk and crisis mitigation measures	An effective mechanism for the distribution, temporary assignment / merging of functions is developed to be applied in case of inability of Election Administration staff members to perform their duties												Human Resources Management and Workforce Security Department	
		Due to the pandemic (Covid 19) the risk mitigation measures are planned and implemented													
5.1.3	Objective	Improve management efficiency via electronic tools													
	Objective Outcome Indicator	Electronic tools are developed and introduced													
№	Activity	Performance Indicator	Term of Implementation												Responsible Body/Unit
			I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	
5.1.3.1	Create an electronic program for planning and reporting	The technical assignment is prepared												Coordination, Planning and Reporting Department Electoral Information Technology Department	
		The program is created and piloted													
5.1.3.2	Introduce electronic tool for proceeding and archiving the financial (accounting) documents	Possibilities for electronic proceeding and archiving of financial documents have been explored												Finance Department	
		Rules for electronic registration and storage of financial documents are developed aiming to reflect it in the nomenclature												Office of The CEC Secretary Electoral Information Technology Department	

5.1.3.3	Study the capabilities of introducing the electronic program for correspondence management (E-document)	Possibility to electronic draft the CEC legal acts and contracts has been studied															Office of the CEC Secretary
		The pilot is conducted and the results are reflected in the report															Legal Department
																	Human Resources Management and Workforce Security Department
																	Election Process Management Department
5.1.4	Objective	Improve institutional efficiency															
	Objective Outcome Indicator	Instruments for promoting institutional effectiveness is improved															
№	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	Carry out institutional analysis of the CEC staff	The compliance of the CEC staff structure with the strategic goals is defined															Human Resources Management and Workforce Security Department
		Functional analysis of the CEC staff is implemented															
		The ways to ensure efficient and rational use of organizational resources are identified as well as to improve the quality of coordination and communication between structural units															
5.1.4.2	Create the portal "Vacancies at the Election Administration"	The concept is prepared															Election Process Management Department Human Resources Management and Workforce Security Department Electoral Information Technology Department
		Portal is designed															
		Portal is piloted															
5.1.4.3	Develop a professional development program for a professional public servant	The concept of the activity is developed														Training Centre	
		The program is prepared and submitted for accreditation															
5.1.4.4	Create an internal communication network of the Election Administration	The communication tool is selected														Human Resources Management and Workforce Security Department Strategic Communications Department Electoral Information Technology Department	
		An employee survey on consumption of internal communication network is conducted															
5.1.4.5	Implementation of information-image campaign	The communication strategy has been updated and implemented														Strategic Communications Department	
		Number of information campaigns implemented															
		Number of news channels used															
		Information about the implementation of the information-image campaign is reflected in the report															

5.2.	Goal	Human resources capabilities developed													
5.2.1	Objective	Support professional development of employees													
	Objective Outcome Indicator	Number of professional development mechanisms													
№	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	Implement informational-training program "Election Administrator Courses for Potential PEC Members"	The program concept and training material are updated													Training Centre Election Process Management Department
		Number of trained trainers													
		Number of participants													
5.2.1.2	Implement the training program for Election Administration staff members on "Professional skills of trainers and techniques for using online training resources"	Informational-training material is prepared													Training Centre Human Resources Management and Workforce Security Department
		Number of participants													
5.2.1.3	Implement the pilot project "Training course for preparing Election Administration officials for certification exam"	Training material is prepared													Training Centre
		The results of the pilot project are reflected in the report													
5.2.1.4	Implementation of a professional training program for Election Administration staff	A training program plan is developed													Election Process Management Department Human Resources Management and Workforce Security Department
		Training module on the "Use of the election management system - EPMS" is developed													
		Training has been provided for at least 150 DEC members													
		Training module on "Regulations and Rules of Working in the Electronic Correspondence Program (Edocument)" is developed													Office Of The CEC Secretary
		Training has been provided for at least 150 DEC members													
		Training module on "Legal Writing" is developed													Legal Department
		Training has been provided for at least 150 DEC members													
		Information-training course on "Strengthening DEC's' capacity on administrative proceedings related to election disputes" is developed													Legal Department
		Information-training course is conducted for at least 150 senior officials at the DEC's													Training Centre

		Orientation training course on "General Administrative Law" is developed															Training Centre
		Orientation training course has been provided for at least 150 senior officials of the DEC's															Legal Department
		Informational-training course on "Ethics mentoring and refraining from participating in pre-election agitation" is developed															Training Centre
		Informational-training course has been provided for at least 260 members of the DEC's and for at least 80 employees of the CEC staff															Legal Department
																	Human Resources Management and Workforce Security Department
		Informational course on "Review of the main aspects/news of the regulatory legal acts relevant to the mandate" is developed															Training Centre
		Informational course is conducted for at least 150 senior officials of the DEC's															Legal Department
		Training module on "Financial Management" is developed															Finance Department
		Training has been provided for at least 70 DEC members															
		The training module on "Media Relations" is developed															Strategic Communications Department
		Training has been provided for at least 100 DEC members															
		Training module is developed on "Etiquette for Communication and conversations with PWDs"															Coordination, Planning and Reporting Department
		Training has been provided conducted for at least 260 DEC members and at least 100 employees of the CEC staff															
		Training module on "Gender Equality" is developed															Training Centre CEC Gender Equality Council
		The training has been provided for at least 255 DEC members and at least 100 employees of the CEC staff															
5.2.1.5	Determine the qualification requirements for the accountants of the DEC's	On the basis of studying the financial activities of the DEC, qualification requirements for DEC accountants are identified															Finance Department
		A document on the study results is submitted															Human Resources Management and Workforce Security Department

5.2.2	Objective	Maintaining and promoting human capital													
	Objective Outcome Indicator	Qualified human capital is maintained, incentive mechanisms are introduced													
№	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	Improve the recruitment process	Ways to maintain and develop qualified workforce personnel are developed													Human Resources Management and Workforce Security Department Strategic Communications Department
		Appropriate measures have been taken to attract / select qualified staff													
		Forms of intangible incentives are defined													
5.2.3	Objective	Strengthen corporate ethics and culture													
	Objective Outcome Indicator	Number of measures taken to strengthen organizational ethics and corporate culture													
№	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	Implement promotional activities to enhance corporate culture in the team	At least 2 meetings are held with staff members about ethical principles and values													Human Resources Management and Workforce Security Department
		Number of events conducted													