



2023-2026

Strategic Plan of Election Administration of Georgia

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I. PREFACE

The Election Administration of Georgia is an independent institution whose **mission** is to administer the elections of the President of Georgia, Parliament of Georgia, municipal representative body – Sakrebulo, municipal executive body – mayor elections, referendum, and plebiscite. Also, the development and reinforcement of democratic electoral processes and free and unrestricted realization of active and passive suffrage.

The Election Administration approves strategic and action plans to accomplish its mission. The abovementioned document is the fourth document of its kind for Election Administration which defines the institution's vision and trajectories in development. The action plan is developed based on the strategic plan that contains activities to achieve the strategic goals.

Significant amendments to the election legislation on 22 December 2022 formed the basis for the new electoral reform that caused new challenges for the Election Administration, which prompted the review of the 2020-2023 strategic plan and the need for new strategy development.

The strategic plan was developed in view of the legislative amendments, the analysis of the conducted elections, the mid-term evaluation of the current strategy, and the recommendations of domestic and international organizations.

The plan was prepared with the support of the International Foundation for Electoral Systems (IFES). The plan development process was carried out with the active involvement of the Election Administration employees and interested parties.

Based on the implemented works were defined the vision of the Election Administration and strategic pillars for 2023-2026:

- ✓ Improvement of Electoral Environment;
- ✓ Institutional Strengthening;
- ✓ Technological Development.

The Election Administration will apply a new approach and considers the promotion of an equal, inclusive electoral environment for everyone as a guiding principle of the strategic plan, which entails considering the needs of underrepresented groups (persons with disabilities, ethnic minorities, women) to the extent possible.

The Election Administration implemented structural changes within the CEC office to achieve strategic goals. These changes lead to the optimization of the structure taking into account the needs of the Election Administration, which will significantly contribute to the development of the institution, the increase in the degree of involvement of employees in the activities, and management efficiency.

Following the implementation of the above-mentioned strategic plan in 2026, the Election Administration will become one of the region's leading institutions whose innovative approaches and technological development will increase voters' trust in the electoral process.

STRATEGY PLANNING METHODOLOGY

The strategic plan was developed by the strategy planning working group¹ (working group) created by the order №01-124 dated 24 October 2022 of the CEC Chairperson.

The working group relied on the procedure² for development, monitoring and evaluation of policy documents approved by the Government of Georgia and carried out when necessary the following activities:

Employee Capacity Building – employees of CEC office and Training Centre (135) and members of District Election Commissions (339) were trained to get involved in the strategy planning process.

Current Situation Assessment – the following methods were used: desk research, large-scale survey, SWOT analysis, and problem tree.

During desk research, the following documents were analyzed, namely the results of interim evaluation of the 2020-2023 strategic plan of the Election Administration and recommendations issued by domestic and international organizations³ and Public Defender regarding the 2021 municipal elections. Additionally, the data of public opinion polls about Election Administration commissioned by various organizations were studied.

A large-scale survey was conducted through specially designed questionnaires, in which the staff of the CEC office (107) and the Training Centre (21), members of District Election Commissions (349), representatives of international (4) and local (23) non-governmental organizations and political parties (11) participated. As a result of the processed information and the frequent meetings held with the representatives of the CEC office and the Training Centre, the strengths and weaknesses, opportunities and threats of the Election Administration were determined (SWOT analysis).

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1. The working group included: three heads of departments, three heads of divisions, head of one service of the training centre, three employees of the CEC office, five chairs of district election commissions and one deputy chairperson.
 2. №629 Decree of Government of Georgia dated 20 December 2019.
 3. The Election Administration studied: Reports and recommendations of the monitoring missions of the OSCE/ODIHR, National Democratic Institute (NDI), Georgian Young Lawyers' Association, International Society for Fair Elections and Democracy, Public Movement Multinational Georgia, and Transparency International – Georgia.

Considering the results of the working meetings with the employees and the survey of the members of the District Election Commissions, problems were identified (problem tree).

Creation of Logical Framework – based on the current situation assessment, a logical framework of the strategic plan was developed, which contains strategic goals and objectives, risks related to the implementation of objectives as well as indicators of impact and results of objectives (annex N1).

Development of Methodological Framework – New approaches in strategy plan development prompted the renewal of the rule for activity planning, reporting and monitoring of the Election Administration. Instructions for conducting a situation analysis, developing a logical framework and action plan, monitoring and evaluation, as well as a quality assurance tool were created.

The draft logical framework was introduced to CEC members, employees of its office and Training Centre and working groups created at the CEC namely Working Groups on Issues of Persons with Disabilities (PWDs) and Ethnic Minorities, representatives of domestic and international organizations and domestic electoral experts.

The CEC by ordinance N9/2023 dated 6 February 2023 approved strategic plan of the Election Administration for 2023-2026. For the achievement of strategic goals and measurement and evaluation of enforcement process of objectives, the monitoring and evaluation plan of strategic plan is approved by the CEC Chairperson's order.



საქართველოს საარჩევნო ადმინისტრაცია
საქართველოს ცენტრალური საარჩევნო კომისია
განკარგულება №9/2023

საქართველოს საარჩევნო ადმინისტრაციის 2023-2026 წლების სტრატეგიული გეგმის
დამტკიცების თაობაზე

ქ. თბილისი

2023 წლის 6 თებერვალი

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

მუხლი 1. დამტკიცდეს საქართველოს საარჩევნო ადმინისტრაციის 2023-2026 წლების სტრატეგიული 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 მიღებისთანავე.

კომისიის თავმჯდომარე

გიორგი კალანდარიშვილი

კომისიის მდივანი

გიორგი ჯავახიშვილი

II. LEGISLATIVE FRAMEWORK

The following legislation guides Election Administration when exercising its powers:

- ✓ Constitution of Georgia;
- ✓ Organic Law of Georgia “Election Code of Georgia”;
- ✓ Organic Law of Georgia on “Referendums”;
- ✓ Organic Law of Georgia on “Local Self-Government Code”;
- ✓ Organic Law of Georgia on “Political Union of Citizens”;
- ✓ Law of Georgia on “Public Service”;
- ✓ Law of Georgia on “Personal Data Protection”;

According to the large-scale amendments made to the Organic Law of Georgia “Election Code of Georgia” on 22 December 2022,

- The circle of persons who cannot be elected/appointed as members of the district/precinct election commission, and as domestic observers of the domestic observer organization, has been expanded;
- Observer organizations were granted right to attend election commissions’ sessions during non-election period as well;
- Mandatory certification of heads of precinct/district election commissions was determined;
- The deadline for appealing the decision of the Precinct Election Commission and its head to the District Election Commission has been increased to three calendar days;
- The deadlines for making a decision on imposing/refusing to impose disciplinary liability measures against a member of the Precinct Election Commission have been shortened;
- The procedure for electing the heads of the Precinct Election Commission has been changed - the heads of the Precinct Election Commission are elected by the relevant District Election Commission, and the heads of the Precinct Election Commission established in another state are elected by the CEC;
- The obligation to hold elections using electronic devices was determined; The list of electoral districts/precincts covering at least 70% of the total number of voters of Georgia should be determined by the ordinance of the CEC;

- The extent of liability measure has been increased for the use of administrative resources during the pre-election agitation and campaign and for violating the set requirements when exercising official duties or an official capacity. Additionally, the statute of limitations on imposing administrative liability measure has increased;
- The number of candidates for membership of the Parliament of Georgia to be submitted in party list during Parliamentary Elections of Georgia has decreased and should not be less than 60;
- In the case of the Sakrebulo (local council) elections, the minimum number of candidates for the membership of the Sakrebulo to be nominated by the party list has been reduced, which should not be less than two-fifths of the number of the members of the Sakrebulo to be elected through the proportional system;
- The minimum census for a candidate to be elected as a member of the Sakrebulo (local council) and mayor in Georgia was reduced and it was determined for at least six months;
- Voters will be able to vote in 26 October 2024 parliamentary and subsequent elections only if they provide an electronic ID card of a citizen of Georgia or passport of a citizen of Georgia;
- The period of validity of the temporary rule on the participation of those voters in the elections, who were removed from the registration according to the place of residence, whose registration was declared invalid at the decision of the agency, and who registered without indicating the address, has been extended until 1 January 2026;
- Period of validity of the temporary rule on participation of wheelchair users/voters in elections has been extended until 1 January 2026.

III. SITUATION ANALYSIS

From 2020 through 2023 strategic plan, the Election Administration conducted 31 October 2020 parliamentary elections of Georgia, 2 October 2021 municipal elections – Sakrebulo (local council) and mayoral elections of self-governing city/community, as well as four by-elections and one extraordinary election. It is noteworthy that the 2020 and 2021 elections were successfully administered during pandemic, which was positively assessed by international observer organizations⁴. Due to the situation analysis, the following progress was achieved as of 2022:

- ✓ The CEC successfully passed the control audit in the election management field and retained the certificate of the international quality management standard ISO 9001: 2015.
- ✓ The Election Administration ensures the proactive release of public information and regularly submits reports to stakeholders for transparency of its work.
- ✓ The Administration has created cooperation formats with stakeholders where administration presents information about its activities and receives feedback.
- ✓ To properly inform the public, Disinformation Monitoring and Response System operates.
- ✓ An electronic system, “Armasi”, is adopted to administer elections, enabling sharing of electoral information between the CEC and District Election Commissions. Also, it is crucial that qualified electoral subjects can appoint/change district and precinct election commission members and representatives online, while other electoral subjects can appoint/change only representatives. Representatives of domestic and international organizations and media outlets may use online registration.

4. “Overall, the Election Administration managed the technical aspects of the process efficiently and complied with legal deadlines, amid adjustments made in response to the COVID-19 pandemic”, International Election Observation Mission, Georgia – Local Elections, 2 October 2021, Statement of Preliminary Findings and Conclusions.

The Election Administration offered web-services to users and were positively assessed by them, namely

- Election results webpage (<https://results.cec.gov.ge/>)
- The unified list of voters' webpage (<https://voters.cec.gov.ge/>)
- Appeals registry (<https://sachivrebi.cec.gov.ge/>)
- Online system of appeals' electronic submission (https://elsachivrebi.cec.gov.ge/?fbclid=IwAR2t2SizuSurY1iTCE6zLN_IsYO5ZZGUX81TizL6x0-jVzpQPQKQw3p1ISU)
- Program for a court ruling on appointing court hearings and involvement of third parties (<https://ganchineba.cec.gov.ge/>)
- E-submission platform for contests (<https://konkursi.cec.gov.ge/>)
- Electronic chancellery (<https://publicinfo.cec.gov.ge/>)
- E-learning platform (<https://electiontraining.cec.gov.ge/>)

As part of pilot projects, the Election Administration used new technologies in certain polling stations on E-day, which was positively assessed by more than 90 percent of voters surveyed by the Administration. Services offered by Administration were improved for equal and independent participation of PWDs and ethnic minority representatives.

To support gender equality, Gender Portal was created, which displayed gender-disaggregated data.

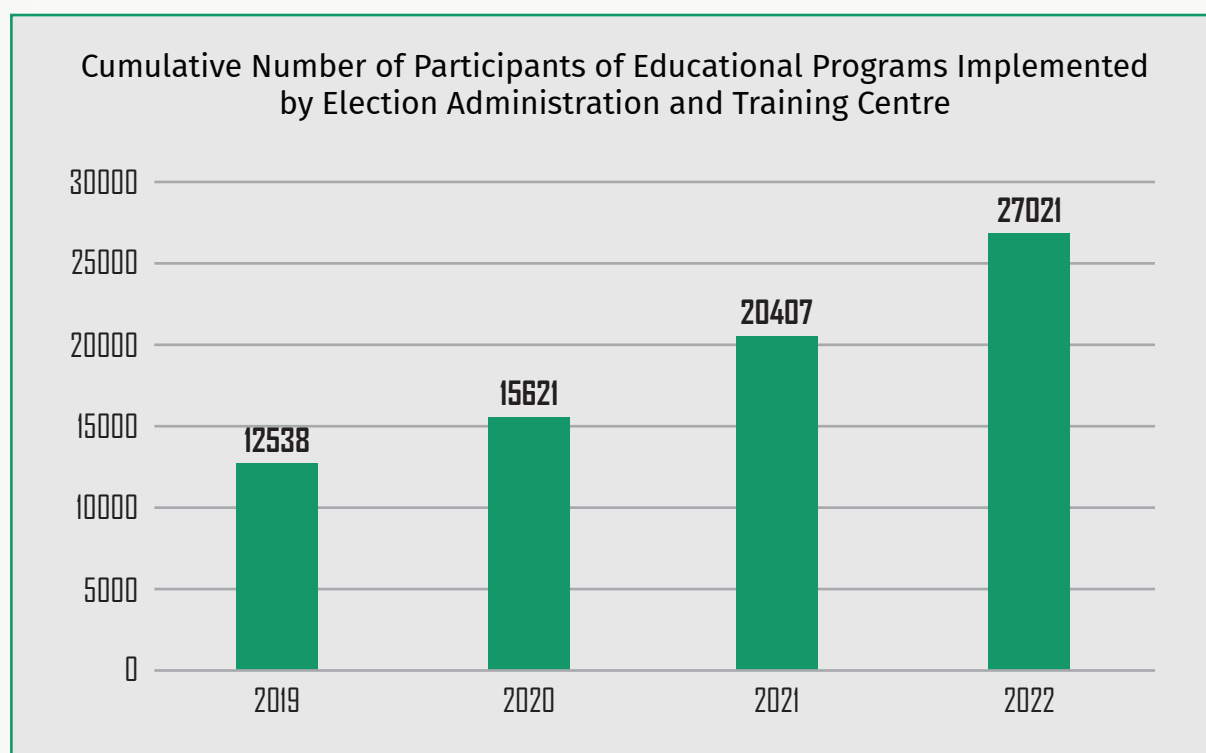
The CEC and Training Centre adopted educational/informational programs for voters and stakeholders. See information on programs and the number of participants in table (1), (2), and diagram (1).

Table 1.

Program	Number of Participants			
	2020	2021	2022	In Total
Elections and Young Voter	0	4130	5886	10016
Electoral Law	370	357	399	1126
Electoral Development School	578	141	62	781
Youth Camps	148	168	224	540

Table 2.

Target Group	Number of Participants	
	2020	2021
Observer Organizations	45 Representatives of 29 Organizations	31 Representatives of 14 Organizations
Electoral Subjects	20 Representatives of 15 Subjects	43 Representatives of 17 Subjects
Media Outlets	25 Representatives of 21 Organizations	43 Representatives of 31 Organizations
Penitentiary Facilities	-	11 Representatives of 10 Facilities
Women Representatives of Political Parties	26 Women Representatives of 8 Parties	29 Women Representatives of 12 Parties

Diagram 1.

As a result of the situation analysis, the working group identified the need for improving management, raising qualifications, preventing the spread of disinformation about the election administration activities, informing voters about the use of technology in the election process, and maintaining the infrastructure following new requirements.

Additionally, based on a large-scale survey and held meetings, strengths and weaknesses, opportunities and threats (SWOT analysis) of the Election Administration were determined.

According to situation analysis, strategic pillars, goals, and objectives, as well as risks of objectives, were defined.

IV. STRATEGIC VISION AND ACTION PRINCIPLES

Strategic Vision

We conduct free, transparent, and fair elections that the citizens of Georgia trust.

ACTION PRINCIPLES

Transparency

Openness of activities, publicity and availability of information and accountability to the public

Professionalism

Conduct of electoral process credibly and fairly with efforts of competent and responsible election officials

Inclusion

Creating an environment equally accessible to everyone and considering needs of underrepresented groups in activities

Innovation

Adoption of novelties and modern approaches into electoral processes

Cooperation and Engagement

Development of partnership relations with electoral stakeholders

Independence and Impartiality

Making a Law-based decision

V. STRATEGIC PILLARS, GOALS AND OBJECTIVES

STRATEGIC PILLAR 1. IMPROVEMENT OF THE ELECTORAL ENVIRONMENT

The development of the electoral environment is an essential factor in strengthening democratic processes in the country. Although Election Administration is one of the parties and improvement is not solely dependent on it, it is crucial for Administration to make its own contribution within the limits of its possibilities and competence.

The first pillar of the strategic plan – **Improvement of the Electoral Environment** – involves developing public communication mechanisms and enhancing the legal framework. The Administration will update the communication strategy in this regard and hold a large-scale informational campaign regarding electoral novelties and technologies for all groups of voters. Additionally, it will strengthen cooperation formats with political parties, international and domestic organizations, electoral experts, and media outlets. The Election Administration will support establishing democratic principles within the public and implement study programs for different target groups.

To develop the legal proceedings, Administration will ensure the improvement of electoral dispute resolution practice and legal framework. The Election Administration will update the electoral disputes textbook, retrain district election commission members, study international and domestic non-governmental organizations' recommendations, and prepare legislative proposals about procedural issues.

Strategic pillar – **Improvement of Electoral Environment** contains two goals and five objectives.

Goal 1. Public Awareness and Education	Objective 1.1. Public Relations Enhancement Objective 1.2. Information Dissemination about Electoral Novelties and Technologies Objective 1.3. Voter and Stakeholders' Education
Goal 2. Improvement of Legal Proceedings	Objective 1.1. Public Relations Enhancement Objective 1.2. Information Dissemination about Electoral Novelties and Technologies Objective 1.3. Voter and Stakeholders' Education

STRATEGIC PILLAR 2. INSTITUTIONAL STRENGTHENING

The fulfillment of new obligations arising from the legislative changes, which implies the mandatory certification of the members of the precinct election commissions, as well as the attraction and training of human resources necessary for the introduction of technological innovations, requires the organizational readiness of the Election Administration, the improvement of the quality of management and the professionalism of the election officials. The Election Administration staffed with efficient, professional, qualified, and impartial human resources is a necessary factor for creating a good election environment.

The second pillar of the strategic plan – **Institutional Strengthening**, entails an increase in management efficiency of the Election Administration and strengthening human resources. The Administration will update the business processes of the CEC office, improve the employee evaluation and internal communication systems, develop a crisis management mechanism, and ensure the implementation of the labor safety policy. Also, it will implement electronic management tools.

The Election Administration in order to strengthen human resources, ensures the organization of training courses for raising the qualification of election officials, both for the employees of the CEC office and for the members of the district and precinct election commissions. The administration organizes nationwide certification to increase human resources with certified election administration officials.

Strategic pillar – **Institutional Strengthening** contains two goals and four objectives.

Goal 3. Increasing Management Efficiency	Objective 3.1. Improvement of Quality Management Objective 3.2. Development of Electronic Management Tools
Goal 4. Strengthening Election Administration with Human Resources	Objective 4.1. Improving Qualification of Human Resources Objective 4.2. Increase Human Resources with Certified Election Administration Official

STRATEGIC PILLAR 3. TECHNOLOGICAL DEVELOPMENT

From 2024, elections shall be held using technologies, namely vote counting and electronic verification devices. The list of those electoral districts/electoral precincts should be determined by the CEC ordinance, where elections should be conducted using electronic devices. The mentioned electoral districts/electoral precincts should be selected so that these electoral districts/electoral precincts cover at least 70 percent of the total number of voters in Georgia.

The third pillar of the strategic plan – **Technological Development** – entails using electronic technologies in the polling process and developing electronic services for voters and stakeholders. To do so, the Administration ensures harmonization of election operations with legislative (technological) novelties and determines election operations, boundaries of polling stations, and description of the business processes of logistics. Also, when necessary, Administration will apply technologies in by-elections or during other smaller types of elections and create a new infrastructure.

Strategic pillar – **Technological Development** contains two goals and four objectives.

Goal 5. Harmonization of Election Operations with Legislative (Technological) Novelties	Objective 5.1. Standardization of Election Operations
Goal 6. Use of Technologies in the Electoral Process	Objective 6.1. Administering Polling Procedures Using Electronic Devices (Vote Counting and Verification Devices) Objective 6.2. Electronic Services Development Objective 6.3. Creating a New Infrastructure

VI. STRATEGY IMPLEMENTATION, MONITORING AND EVALUATION

Implementation of Strategic and Action Plans

The Election Administration plans, reports, and monitors its activities according to the approved rule. Based on the rule, the key tool of strategic plan implementation of the Election Administration is an annual action plan. The CEC's structural units and Training Centre prepare activities to be considered in the action plan. Strategic and action plans are compiled in such a way that execution of its activities prompts implementation of objectives while implementation of objectives ensures achievement of goals.

The strategy is being implemented with funding from the state budget and possible financial support from international donor organizations.

Monitoring and Evaluation of Strategic and Action Plans

The rule of planning, reporting, and monitoring the activities of the Election Administration determines the relevant procedure for implementing and evaluating strategic and action plans.

Structural units of the CEC and the Training Centre shall submit a status report on the implementation of the activities defined by the action plan to the CEC Chair immediately after the end of the quarter, indicating the performance of the relevant indicators.

The monitoring process entails the consolidation of the quarterly status reports of the structural units of the CEC and the Training Centre by the CEC Strategic Planning and Reporting Department and presenting them to the CEC members. Also, it includes preparing an annual report on the performance of the indicators of the results of the activities and tasks defined by the action plan.

The evaluation of the strategic plan will be carried out at the level of goals and impact indicators, as well as objectives and result indicators.

The strategy is designed to last for four years, one interim evaluation is planned for 2025, and the final evaluation will be carried out in 2026. The purpose of the final evaluation of the strategic plan is to measure the achieved results and prepare the basis for developing the strategic plan for the following years.

Monitoring and Evaluation Calendar

Monitoring and Evaluation Form

Date of Reports/Periodicity

Progress Report

I-IV Quarter of 2023
I-IV Quarter of 2024
I-IV Quarter of 2025
I-IV Quarter of 2026

Annual Report

I Quarter of 2024
I Quarter of 2025
I Quarter of 2026
I Quarter of 2027

Interim Evaluation

II Quarter of 2025

Final Evaluation

IV Quarter of 2026

Quality Policy

Per the expectations of the voters and stakeholders within the mandate, the Election Administration improves the quality of its activities and ensures the fulfillment of strategic goals and objectives through annual activities. Evaluation of objectives and activities is carried out through quantifiable (statistical data) outcome indicators and goals through impact indicators (surveys, evaluations of service beneficiaries). Indicators of goals and objectives have measurable indicators of current status and progress.

Logical Framework of the Election Administration Strategy for 2023-2026

Vision	We Conduct Free, Transparent, and Fair Elections that the Citizens of Georgia Trust					
Strategic Pillar	Improvement of Electoral Environment					
Goal 1:	Goal 1. Public Awareness and Education					
Impact Indicator 1.1:	Voters' Assessment of the Information Campaigns Carried out by Election Administration		Basic	Target		Source of Confirmation
		Year	2022	Interim	Final	1. Report of the Survey Results Conducted by the Election Administration
		Rate	0	1	1	
Objective 1.1:	Public Relations Enhancement					
Objective Result Indicator 1.1.1:	Stakeholders' Assessment of Cooperation Formats (Political Parties, International and Domestic organizations, Non-governmental Organizations Working on Issues of PWDs, Ethnic Minorities, and Gender Equality)		Basic	Target		Source of Confirmation
		Year	2022	Interim	Final	1. Report on the results of the survey conducted by the strategic planning group 2. Report of survey results
		Rate	56%	61%	68%	
Risk:	Lack of Interest of Electoral Stakeholders (Political Parties, International and Domestic Observer Organizations) in Offered Cooperation Platforms					
Objective 1.2:	Information Dissemination about Electoral Novelties and Technologies					
Objective Result Indicator 1.2.1:	Number of Mechanisms Used for Awareness (including for PWDs and Ethnic Minorities)		Basic	Target		Source of Confirmation
		Year	2021	Interim	Final	1. Report of the Strategic Communications Department
		Rate	14 [*] * CEC Website; Social Networks; CEC News Briefings; Commercials; Public Campaigns; Informational Poster; Flyer; CEC Contact Hub; Direct communication with Electoral Stakeholders; Video Instruction at the Polling Stations; Television; Radio; Press; Pages of News Agencies; Outdoor Banners.	14	14	
Objective Result Indicator 1.2.2:	Number of Informational Campaigns/Events (including for Voters Residing in High-Mountainous Regions, People with Disabilities and Ethnic Minorities)		Basic	Target		Source of Confirmation
		Year	2021	Interim	Final	1. Report of the Strategic Communications Department 2. Report of the Training Center
		Rate	338 [*] * Including 44 in Villages Densely Populated by Ethnic Minorities, within the Framework of the project "Talk to Voters"			
Risk:	Low Public Interest in the Informational Campaigns/Events					

Objective 1.3:	Voter and Stakeholders' Education					
Objective Result Indicator 1.3.1:	Positive Assessment from Majority of Participants of Informative/Educational Programs		Basic	Target		Source of Confirmation
				Interim	Final	1. Results of a Survey Conducted by the Training Center
		Year	2022	2024	2026	
		Rate	1	1	1	
Objective Result Indicator 1.3.2:	Cumulative Number of Participants in Informational/Education Programs		Basic	Target		Source of Confirmation
				Interim	Final	1. Report of the Training Center 2. Reports of the Working Groups
		Year	2022	2024	2026	
		Rate	27021	Plus 5% to the 2022 Rate	Plus 5% to the 2024 Rate	
Risk:	Low Interest of Target Groups Toward Informational/Educational Programs					
Goal 2:	Improvement of Legal Proceedings					
Impact Indicator 2.1:	Rate of the Court Upholding the Appealed Decisions of the Election Administration		Basic	Target		Source of Confirmation
				Interim	Final	1. Report of the Legal Department
		Year	2021	2024	2026	
		Rate	87%	90%	90%	
Objective 2.1:	Improvement of the Electoral Dispute Resolution Process					
Objective Result Indicator 2.1.1:	Number of Recommendations Issued by the OSCE/ODIHR Election Observation Mission to Election Administration about Election Disputes Resolution		Basic	Target		Source of Confirmation
				Interim	Final	1.Report of OSCE/ODIHR Observation Mission
		Year	2021	2024	2026	
		Rate	2	1	1	
Risk:	Non-uniform Consideration of Recommendations by the District Election Commissions					
Objective 2.2:	Improvement of Legal Framework					
Objective Result Indicator 2.2.1:	Number of Decrees Adopted by the CEC for the Clarification of Electoral procedures		Basic	Target		Source of Confirmation
				Interim	Final	1. Report of the Legal Department
		Year	2021	2024	2026	
		Rate	34	40	40	
Objective Result Indicator 2.2.2:	CEC to Submit Proposals to Legislative Body		Basic	Target		Source of Confirmation
				Interim	Final	1. Report of the Legal Department
		Year	2021	2024	2026	
		Rate	1	1	1	
Risk:	Rejection of CEC Proposed Initiatives by Legislative Body					

Strategic Pillar	Institutional Strengthening					
Goal 3:	Increasing Management Efficiency					
Impact Indicator 3.1:	Retain Management Quality Standard (ISO)		Basic	Target		Source of Confirmation
		Year	2021	Interim	Final	
		Rate	1	1	1	1. ISO Certificate
Impact Indicator 3.2:	Positive Evaluations Issued by OSCE/ODIHR Observation Mission on Administering Elections		Basic	Target		
		Year	2021	Interim	Final	
		Rate	1	1	1	1. Report of OSCE/ODIHR Observation Mission
Objective 3.1:	Improvement of Quality Management					
Objective Result Indicator 3.1.1:	Employee Assessment of Management Tools		Basic	Target		Source of Confirmation
		Year	2022	Interim	Final	
		Rate	0	1	1	1. Report on the Survey Results
Risk:	Insufficient Qualified Human Resources					
Objective 3.2:	Development of Electronic Management Tools					
Objective Result Indicator 3.2.1:	Number of Electronic Tools of Management		Basic	Target		Source of Confirmation
		Year	2022	Interim	Final	
		Rate	0	2	3	1. Report of the Strategic Planning and Reporting Department 2. Report of the Office (Department) of the CEC Secretary 3. Report of the Human Resources Management and Labor Safety Department
Objective Result Indicator 3.2.2:	Evaluation of Programs' Users		Basic	Target		
		Year	2022	Interim	Final	
		Rate	0	1	1	1. Report on the Survey Results
Risk:	Insufficient Financial Resources					

Goal 4:	Strengthening Election Administration with Human Resources					
Impact Indicator 4.1:	Number of the Precinct Election Commissions Fully Composed by the Certified Employees		Basic	Target		Source of Confirmation
		Year	2022	Interim	Final	
		Rate	0			1. Report of the Electoral Processes Management Department
Impact Indicator 4.2:	Number of Pes; contest Participants		Basic	Target		
		Year	2022	Interim	Final	
		Rate				1. Report of the Electoral Processes Management Department
Objective 4.1:	Improving Qualification of Human Resources					
Objective Result Indicator 4.1.1:	The Number of Upheld Complaints related to the E-day		Basic	Target		Source of Confirmation
		Year	2022	Interim	Final	
		Rate	522	490	460	1. Report of the Legal Department
Objective Result Indicator 4.1.2:	Number of Amended DEC and PEC Summary Protocols		Basic	Target		
		Year	2020/2021	Interim	Final	
		Rate	"2020 Proportional Precinct 507; Majoritarian Precinct 584; Majoritarian Second Round 72. District Proportional 4, District Majoritarian 1. Majoritarian Second Round 0 2021 Local Proportional Precinct 239; Local Majoritarian Precinct 187; Local Mayor Precinct 144. District Proportional 3, District Majoritarian 4.			1. Report of the Electoral Processes Management Department
Objective Result Indicator 4.1.3:	Efficiency of Training of Election Administration Officials is Evaluated		Basic	Target		
		Year	2022	Interim	Final	
		Indicator	0	1	1	1. Report of the Human Resources Management and Labor Safety Department
Risk:	· LowRate of PEC Members' Attendance at the Trainings · Replacement of PEC Trained Members by Political Parties					
Objective 4.2:	Increase Human Resources with Certified Election Administration Official					
Objective Result Indicator 4.2.1:	Cumulative Number of Certified Personal by Categories (1. Certification of Election Administration Officials; 2. Certification of Officials of Precinct Election Commissions 3. Certification of Members of Precinct Election Commissions)		Basic	Target		Source of Confirmation
		Year	2022	Interim	Final	
		Rate	1. 2075 2. 0 3. 0	"1. +2% to 2022 rate 2. +2% to 2023 rate 3. +2% to 2023 rate "	"1. +1% to 2024 rate 2. +1% to 2024 rate 3. +1% to 2024 rate"	1. Report of the Training Center 2. Report of the Electoral Information Technology Department
Risk:	Low Interest of Citizens in Certification Exams					

Strategic Pillar	Technological Development					
Goal 5:	Harmonization of Election Operations with Legislative (Technological) Novelties					
Impact Indicator 5.1:	Positive Evaluation Issued by OSCE/ODIHR Monitoring Mission Regarding the Use of Technology		Basic	Target		Source of Confirmation
		Year	2021	Interim	Final	1.Report of OSCE/ODIHR Observation Mission
		Rate	0	1	1	
Objective 5.1:	Standardization of Election Operations					
Objective Result Indicator 5.1.1:	Evaluation of the Conducted Elections		Basic	Target		Source of Confirmation
		Year	2021	Interim	Final	1. Report of the Electoral Processes Management Department
		Rate	0	1	1	
Risk:	Legislative Amendments Adopted in the Period Close to the Elections					
Goal 6:	Use of Technologies in the Electoral Process					
Impact Indicator 6.1:	Time of Publishing Preliminary Election Results		Basic	Target		Source of Confirmation
		Year	2021	Interim	Final	1. Report of the Electoral Processes Management Department
		Rate	11 Hours from the Closing of the Polling Station	6 Hours from the Closing of Polling Station	6 Hours from the Closing of the poling Stations	
Impact Indicator 6.2:	Positive Evaluations Issued by the OSCE/ODIHR Observation Mission Regarding the Use of Technology		Basic	Target		Source of Confirmation
		Year	2021	Interim	Final	1.Report of OSCE/ODIHR Observation Mission
		Rate	0	1	1	
Objective 6.1:	Administering Polling Procedures Using Electronic Devices (Vote Counting and Verification Devices)					
Objective Result Indicator 6.1.1:	Number of Polling Stations where Technologies were Utilized		Basic	Target		Source of Confirmation
		Year	2021	Interim	Final	1. Report of the Electoral Processes Management Department
		Rate	0			
Risk:	Software Compliance with Election Administration Requirements					
Objective 6.2:	Electronic Services Development					
Objective Result Indicator 6.2.1:	Number of Services by Target Groups		Basic	Target		Source of Confirmation
		Year	2021	Interim	Final	1. Report of the Electoral Information Technology Department
		Rate	7 (Election Subjects (2); International Observer Organizations (1); Local Observer Organizations (1); Media Organizations (1); Voters (1); Potential Officials of the Election Administration (1))	10	10	

Objective Result Indicator 6.2.2:	Evaluation of Services by Target Groups		Basic	Target		Source of Confirmation
				Interim	Final	
		Year	2021	2024	2026	1. Report on the Survey Result
Rate	1	1	1			
Risk:	Cyber Attack on the Electronic Services of the Election Administration					
Objective 6.3:	Creating a New Infrastructure					
Objective Result Indicator 6.3.1:	Number of Polling Stations Equipped with Electronic Devices (Vote Counting and Verification Devices).		Basic	Target		Source of Confirmation
				Interim	Final	
		Year	2022	2024	2026	1. Report of the Electoral Processes Management Department
Rate	0					
Objective Result Indicator 6.3.2:	Share of Polling Stations Accessible to Wheelchair Users in the Total Number of Polling Stations		Basic	Target		Source of Confirmation
				Interim	Final	
		Year	2021	2024	2026	1. Report of the Electoral Processes Management Department
Rate	23%	30%	35%			
Risk:	Lack of Buildings with Appropriate Facilities					

2023-2026 STRATEGIC PLAN OF ELECTION ADMINISTRATION OF GEORGIA