



لجنة الانتخابات المركزية - فلسطين
Central Elections Commission - Palestine

CEC Strategic Plan

2011 - 2013

Central Elections Commission-Palestine

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1. Preface (CEC Chairman or CEO):

2. Introduction: Overview of the CEC

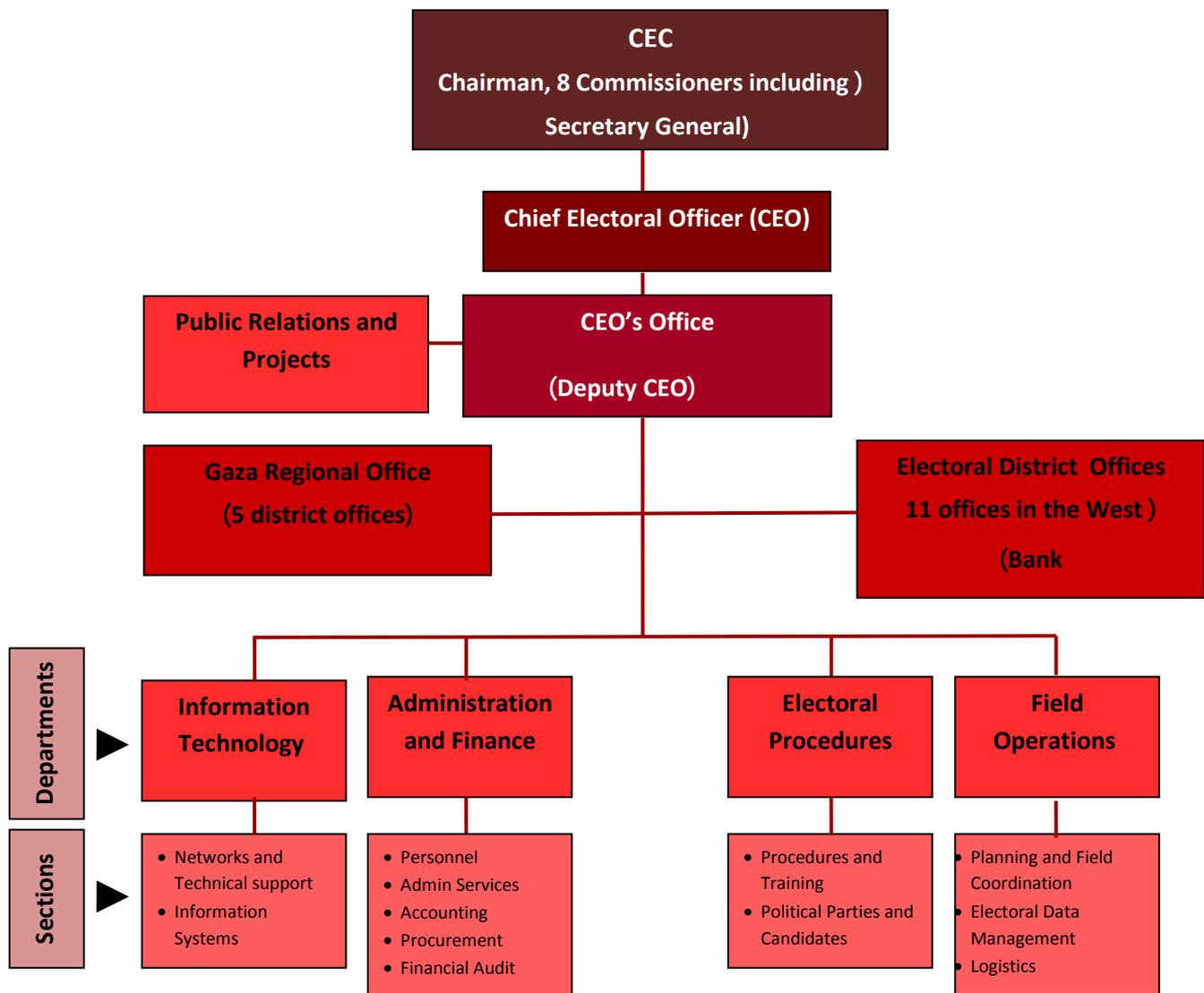
The CEC was established pursuant to Palestinian Elections Law of 1995. Elections Law of 2005 highlights that the CEC is “...the supreme body tasked with conducting and supervising elections, and is responsible for preparing, organizing and adopting all necessary measures to ensure elections fairness and freedom”. Article 22 of the same law establishes that the CEC is a permanent body that enjoys a legal personality, as well as administrative and financial independence.

The CEC is composed of a board of nine members (Commissioners), as well as a Chairman and Secretary General appointed by a Presidential Decree for a period of four years. CEC Commissioners are selected from among supreme judges, academics and experienced advocates who enjoy a reputation of honesty and political neutrality. The CEC duties are carried out by the Electoral Administration Office (EAO), headed by the CEO who is appointed by the CEC. The EAO includes the Central Elections Bureau in Ramallah, the Gaza Regional Office and electoral offices in each of the sixteen electoral districts.

The CEC is responsible for organizing and conducting elections in Palestine, both Presidential and Legislative. According to Local Council Elections Law of 2005, the CEC is also charged with conducting and supervising Local elections.

In view of the important role the CEC plays and the responsibilities associated to it by the legislature, the CEC bears an important social responsibility in enabling the citizens to actively participate in public affairs through free selection of their representatives.

The CEC currently functions in the following structure:



The CEC has so far successfully organized a number of electoral processes, including Presidential Elections in January 2005, Legislative Elections in January 2006, a number of voter registration drives to update the voters' list (the total number of registered voters is currently stands for 1,517,996 voters, which represents about 79% of the estimated total of eligible voters), and the recent preparations of Local Elections.

3. The Strategic Plan: Planning Assumptions

The present plan was developed based on a thorough analysis to the internal CEC situation and the surrounding environment; taking into account CEC's capacities, goals, the challenges imposed by the general context in which the CEC operates, and the needs and expectations of the various elections stakeholders. The plan is based on a number of assumptions which resulted from this review, together with the analysis of the gap that mediates between the CEC's current situation and the real goals and objectives it aspires to achieve.

The assessment included an analysis of the **internal factors**, i.e., the legal, administrative and financial frameworks, the CEC's capacities, skills and potentials, and its financial situation. The analysis also covered the **external factors**, through the study of the **general context** with its constitutional, legal, political, economical and social components, in addition to CEC's relation with stakeholders and the assessment of their needs and expectations.

In light of the analysis, a number of **indicators** have been identified which formed the basis for the identification of the main components of this strategic plan and enabled us to identify the strategic issues that shall constitute the focus point of our work in the near future. These include:

- The CEC works according to the concept of the **Electoral Cycle**, and looks forward to tailoring its work based on such concept.
- The unique and difficult general and political context imposes additional challenges on the CEC.
- The CEC still in need to tackle aspects related to the sustainability of its human and financial resources.
- Real experience have demonstrated a need for the CEC to remain ready to carry out its electoral mandate at all times.
- There is a number of enforced electoral laws that need to be unified and harmonized.
- There is a need to develop and enforce some important laws, such as a special law on political parties and the CEC.
- There is a clear weakness in the understanding of stakeholders of specific electoral and legal issues that need to be addressed.
- The CEC's relations with elections stakeholders is seasonal and usually associated to a particular electoral event.
- The CEC maintains a low profile policy towards the media and lacks a clear media policies and plans.
- The CEC's relation with the PLC needs to be given more consideration due to the PLC's importance and potential influence on the situation and work of the CEC.
- The CEC needs to adopt clear work plans that determine its needs and priorities, as a means to organize its relationships with the donor community, in order to coordinate their contributions and link them to the real needs of the CEC.

- The CEC realizes the importance of voter education and the spread of electoral knowledge in the community as one of the main requirements to ensure freedom and fairness of elections.
- There is a need for specific voter education programmes targeting the media, the representatives of political parties, candidates and observers.
- There is a need to build the capacities of CEC's human resources so that they are better able undertake CEC's responsibilities in elections education.
- The CEC achieved tangible success in the organization and conduct of a number of electoral events.
- There is a need to complete the CEC's institutional building process and to address a number of administrative and organizational aspects.
- There is a need to further strengthen the development of master work plans pertaining to elections preparations and better coordinating electoral sub action plans.
- There is a need to abide by the internal communication plans at all CEC's admin levels.
- There is a need to enhance the level of effective participation and engagement of staff at all admin levels in the decision making process and drafting of executive plans and strengthening the spirit of team work.
- There is a need to reconsider the CEC's current structure and to adopt a new structure that better suits the conditions, needs, responsibilities and priorities of the CEC.

In developing the present plan, the ultimate goal was to strengthen the leading position of the CEC which was proved on the ground in the past years. In doing so, we have taken into account the unique context under which the CEC functions and the difficulties surrounding the work of the Commission, especially the political situation under which elections are organized .

4. Vision

To strengthen the principles of democracy and good governance, through the professional conduct of regular, free and fair elections.

The CEC endeavours, with steady and tangible steps, to achieve its vision based on the understanding that democracy and good governance are not possible without the professional conduct of regular elections, which lead to peaceful alternation in power, in a manner that ensures the highest levels of credibility in the administration of electoral processes, and the acceptance of their results by all stakeholders.

5. Mission

To work as an independent and permanent body to conduct elections at all levels, in a manner that ensures fairness and transparency, strengthens the electoral culture and enables all stakeholders to enjoy their legal rights, with the aim of contributing to institute the principles of democratic governance.

The CEC works to fulfil its mission based on the following understandings:

- The CEC is a national, permanent and independent body that works in complete isolation of any influences.
- The CEC is responsible for the organization and conduct of all electoral processes, including Presidential, Legislative and Local Elections.
- The CEC strives to achieve the highest levels of transparency and fairness in its work.
- The CEC plays a leading role in improving the levels of elections and democratic awareness among voters, thus, enabling them to exercise their democratic right.
- The CEC exerts all efforts to provide all elections stakeholders with the highest level of services, without any exclusions or bias.
- The contribution to instilling the principles of good governance is one of the CEC's highest goals as it is required in the law to provide the means to achieve the principle of peaceful and regular alternation in power, as one of the main pillars of the democratic systems.

6. Guiding Principles

The CEC strives to respect and fulfil the following guiding principles that govern its work and performance:

- **Independence**
- **Fairness**
- **Transparency**
- **Neutrality**
- **Legality**
- **Professionalism and Responsiveness**
- **Responsibility and Accountability**
- **Credibility**

The CEC works to ensure that the said principles are fully respected by all in order for it to be able to fulfil its mission in carrying out its mandate in organizing elections. The CEC also commits to put these principles into practice, through the development, approval and implementation of the necessary codes of conduct to guide the work and performance of its commissioners and staff

7. Strategic Issues

Since its establishment the CEC organized major electoral events demonstrating of its outstanding professional capacities that constantly keep on improving. Despite the difficult context in which the CEC operates and its relatively short electoral experience, it has managed to achieve high levels of satisfaction and acceptance among elections stakeholders including voters, political parties and candidates and to strengthen their levels of confidence in CEC's work.

The professionalism of the CEC has been stressed by local and international observers who monitored electoral events organized by the Commission. This has further contributed in enhancing CEC's credibility as one of the leading Palestinian institutions in instilling the democratic principles in the Palestinian community.

However, despite of the progress achieved so far, the CEC believes that maintaining such level of performance is difficult and requires constant self- revision and hard work to keep pace with the latest practices in organizing elections and providing professional electoral services. It also requires that the CEC works on identifying its priorities and strategic issues in order to realize its vision and mission by building on the previous elections experiences and objectively analysing the gap separating the Commission from identifying priorities and reaching the strategic objectives it aspires for which can be summarized as follows:

1. Ensuring and maintaining the continuous readiness of the CEC:

The urgent need for the CEC to maintain full readiness to deal with any electoral event is determined by three key factors, which are:

- According to law, the CEC adopts the concept of the Electoral Cycle as opposed to the concept of the Electoral Event. This entails that CEC's work is not only confined in the electoral event itself but rather includes pre and after elections activities.
- According to law, the CEC is a permanent institution which grants the CEC other powers and responsibilities beyond the organization of the electoral event itself.
- The general political context in which the CEC functions imposes a challenge on the CEC to make sure it is not blocking the progression of the entire political process in Palestine.

Through objective analysis and assessment of the CEC's status quo, we found a real desire on the part of various elections stakeholders to maintain the periodicity of Presidential, Legislative and Local elections in Palestine, which requires, of course, maintaining the continuous readiness of the CEC. This also entails taking into consideration issues related to the sustainability of the CEC, the existing human and financial resources, the existing and potential funding resources, the enforcement of CEC's administrative bylaws, preparations of detailed action plans and the development and implementation of measures to ensure the voters' list is always updated and ready for any electoral event, etc.

2. Setting up the legal environment and requirements for the work of the CEC:

Analysis of what is known as the existing gap between the CEC and its strategic goals reveal a number of obstacles related to the legal environment governing the work of the CEC, they are:

- The existence of a number of elections laws organizing General and Local electoral processes, and the importance of unifying them into one law to avoid any inconsistencies and achieve clarity in the legal framework governing the work of the CEC.
- The absence of important laws such as a special law on political parties or on the CEC which clearly determines its mandate, powers and recourses rather than being limited to few articles in the elections law, which reflects on the sustainability of the CEC and its relationship with the Legislative and Executive Authorities.
- Other issues are related to the general requirements for the Legal reform and development process and the role of the Commission in this regard, the absence of executive bylaws for the applicable elections laws, and the importance for the CEC to exercise its powers on this regard, especially in the absence of clear policy for the endorsement and adoption of bylaws and regulations.
- The general weakness in the legal awareness level among elections stakeholders.

3. Organizing and institutionalizing the CEC's relations with elections stakeholders:

The CEC's relationship with elections stakeholders can generally be described as being seasonal, associated to a particular electoral event, random, and lacks a clear and consistent organizational framework. In many cases, this may lead to a decline in the level of confidence in the neutrality and professionalism of the CEC and to question its real independence. Manifestations of the randomness of this relation is clearly seen in the absence of periodic meetings with elections stakeholders and the lack of participation or engagement of relevant functional departments in the communication process with partners, etc.

Among the pressing issues that many see an urgent need for the CEC to address is its relationship with media, CSOs, the Legislative Council, donors and observers. The CEC adopts a passive approach towards media as demonstrated by the absence of clear and effective media policies and programs and not having a spokesperson on behalf of the Commission.

The same can be said of CEC's relation with CSOs as demonstrated in the lack of an updated database to help organize such relation.

The CEC's relation with the Legislative Council (the Legislature), requires a special attention due to the direct impact it has on the existence of the Commission, the legal framework governing CEC's work and CEC's contribution to the legal reform and development process which falls under the functions of the Legislative Council.

On the other hand, there is a need to organize the relationship with donors through the adoption of clear plans which determine CEC's priorities and needs in order to coordinate donors contributions and align them to the real needs of the Commission.

As for elections observers, there is a clear need to raise the level of their awareness on elections procedures and regulations through training.

In another context, the CEC aspires to be 'the source of elections information' in Palestine, to be responsible for the production and dissemination of elections knowledge to all concerned stakeholders.

4. Contributing to the dissemination of electoral knowledge:

The CEC realizes the importance of elections awareness as a requirement to achieve free and fair elections and to enable all concerned stakeholders to participate as voters or candidates. However, despite the efforts exerted over the years in this area, the success rates varied from one stage to another, especially in light of the absence of long-term educational programs associated to the entire electoral cycle rather than being confined to the electoral event.

The successive electoral processes have demonstrated a weakness in the level of legal awareness among most stakeholders and a pressing need for long-term, comprehensive and systematic educational programs targeting media, representatives of political parties and candidates and local observers, etc. Therefore, it is essential for the Commission as a leading democratic institution, to exert further efforts in spreading electoral knowledge by developing its policies and programs and building the capacities of its qualified cadres to be able to undertake CEC's elections education activities as required in the law and meet the expectations of its partners.

5. Developing the administrative systems:

Despite the skilled human resources put under the service of the Commission and the remarkable achievement the CEC made so far in its electoral experience which enabled it to successfully administer a number of major electoral events, however, there is still a need to further develop the organizational structure of the CEC and address a number of administrative and organizational issues that are still overlooked.

This need has been recently demonstrated during preparations for local elections and the shortcomings it revealed in the ability to develop integrated master work plans and coordinate detailed action plans for electoral events.

The absence of internal communication procedures at all CEC's administrative levels can be said to be the source of most difficulties faced by the Commission. This issue takes special importance during the implementation phases of elections, which requires a serious effort by the Commission to tackle this issue to achieve a better level of performance and success. This entails other issues that still need CEC's follow-up such as the need to further engage CEC staff, at all admin

levels, in the decision making process and enhance the spirit of team work among them. Therefore, CEC's ultimate goal should be to tackle the internal issues, honestly and openly, to overcome the difficulties and prevent any manifestations of bureaucracy in the work environment or the waste of its time and effort.

In this context, the CEC's goals should be to seek effective means to overcome its internal difficulties and put such means into practice and constant follow-up, to enhance the level of confidence among stakeholders in CEC's ability of effective planning with participation of all of its cadres.

These issues when taken into consideration lead us to recognize the benefits which may result from re-evaluating the existing organizational structures and adopting a new structure that may be more clear and fixed and better suits the needs and priorities of the CEC.

8. Strategic Issues, Goals and Objectives:

The following issues, goals and objectives form the main components of the CEC's Strategic Plan for the period 2011 to 2013:

1. Ensuring and maintaining the continuous readiness of the CEC:

- To maintain the readiness of the electoral staff and to continually develop their professional capacities.
 - ✓ To adopt all necessary procedures to enable the CEC maintain its core staff and strengthen their loyalty to the institution.
 - ✓ To develop and implement detailed annual plans to build the technical and administrative skills of the CEC's core staff on the basis of an objective assessment to the work needs.
 - ✓ To develop and implement training programs for CEC's core staff in specific areas including planning, administration, media, information technology and related applications, training and language skills.
 - ✓ To develop and adopt plans to make use of professional competencies and cadres of ministries and other official institutions to cover the CEC's needs of human resources during elections in coordination with relevant authorities.
 - ✓ To develop and adopt plans to enable benefiting from university students and new graduates to cover the CEC's needs of human resources during elections in coordination with relevant authorities.
 - ✓ To develop and implement specialized programs to prepare at least 500 of the above mentioned cadres to be able to perform elections tasks and to organize periodic refreshing sessions to ensure their readiness for any electoral event.

- To enable all citizens to fulfil their electoral rights at all times, through the maintenance of an updated, accurate and comprehensive voters' list.
 - ✓ To develop and implement detailed plans and programs to organize annual update processes to the voter's list.
 - ✓ To raise the percentage of voters included in the voters' list up to 90% of those eligible to register.
 - ✓ To target groups who are not registered yet or those who should be specially targeted due to the low level of registration among them.
 - ✓ To clear the voters' list of deaths by 100% at least once a year.
 - ✓ To completely end duplication of registration and to perform constant correction to the addresses of registrants so that the current records are updated according to the boundaries of localities and the distribution of voters in each locality.
 - ✓ To assign a working group to examine the possibilities and requirements for keeping the voter's list permanently open to enable the public from registering and amending their personal information at any time.
 - ✓ To develop and implement special training programs to train at least 35 Civil Society Organizations (CSOs) and engage them in the education of voters.

- ✓ To reassess the locations and distribution of polling centres based on demographic growth in the population centres and the changes it creates in the boundaries of electoral districts.
- To ensure steady funding to provide for the CEC needs permanently and independently.
 - ✓ To assign a working group with participation of CEC's staff and all other stakeholders including the legislative, executive authorities and donors, to explore possible means to secure stable funding resources to respond to the needs of the Commission as a permanent institution.
 - ✓ To develop and adopt action plans to enable the CEC to implement at least 3 income generating projects annually, and to ensure the provision of necessary funding, both locally and internationally.
 - ✓ To collect CEC's dues of previous years until the end of 2011 and adopt all measures to prevent any acts of delay in funding in the future in coordination with the relevant authorities.
 - ✓ To adopt the necessary administrative procedures to rationalize financial expenditure of the Commission and align it with the CEC's tasks and priorities so that the CEC is able to adopt semi fixed annual budgets for both elections and off elections periods.
 - ✓ To re-examine the CEC's property file and reconsider the possibility of permanently owning some of CEC's offices rather than renting them and prepare the necessary plans for this purpose.
- To maintain the validity of electoral boundaries for all types of elections (general and local), and ensure their consistency.
 - ✓ To re-examine the boundaries of the various electoral districts for the legislative and local elections taking into account the demographic and legal issues in relation.
 - ✓ To develop the necessary procedures to enable the CEC to regularly examine, correct, publish and adopt electoral district boundaries for all types of elections, once a year, with transparency and in a way that enables all concerned stakeholders to review boundaries and provide their comments and/or objections.

2. Setting up the legal environment and requirements for the work of the CEC:

- To rise the CEC status to become one of the national constitutional bodies.
 - ✓ To draft and propose the necessary legal provisions pertaining to the Commission to be included in the Basic Law.
 - ✓ To coordinate with all concerned authorities and stakeholders to enforce the necessary amendment to the Basic Law to make the Commission a constitutional body covered by the Basic Law.
- To ensure a comprehensive legal framework that enables the CEC to fulfil its mandate.

- ✓ To form a specialized technical unit responsible for the development, correction and application of the various electoral laws, regulations and procedures.
 - ✓ To develop and propose a draft law for the CEC and coordinate with the Legislative Authority and relevant bodies to have it endorsed.
 - ✓ To work with the relevant bodies to unify the various applicable electoral laws and procedures into one comprehensive law which addresses all electoral processes in order to achieve clarity and avoid any gaps or inconsistencies through the adoption of necessary amendments as needed.
 - ✓ To develop the bylaws of the applicable electoral laws and ensure they are approved and adopted.
- To enable the CEC to fulfil its legal responsibilities and prerogatives as established in the current laws.
 - ✓ To adopt the necessary procedures to enable the CEC to hold ordinary regular meetings to Commissioners during off -elections periods.
 - ✓ To adopt the necessary procedures to engage the Commissioners in following up CEC's work and approve of its plans and programs to ensure such programs are binding for all.
 - ✓ To organize regular meetings, at least four each year, with the Legislative and Executive Authorities.
 - ✓ To arrive to a permanent framework that organizes the relationship between the CEC and political parties, to be used as a reference point to discuss and approve of procedures and regulations and to stress the legitimacy and mandatory of elections codes of conduct to all stakeholders.
 - ✓ To coordinate with various pressure groups and organize meetings to introduce them to the nature and requirements of the Commission's work in order to ensure the CEC's needs are constantly and promptly met.

3. Organizing and institutionalizing the CEC's relation with elections stakeholders:

- To strengthen CEC's relation with all elections stakeholders.
 - ✓ To review and develop the codes of conduct and procedures governing the CEC's relation with elections stakeholders and have stakeholders approve them prior to each elections event.
 - ✓ To draft and propose a bylaw with detailed procedures to organize the relationship between the CEC, political parties and candidates.
 - ✓ To create a database of all elections stakeholders including official local and international bodies, Civil Society Organizations (CSOs) according to their roles and competences and update it annually. To develop and implement special programs to strengthen the CEC's relation with its partners including the organization of regular meetings, drawing up mechanisms for the exchange of information and communication, etc.

- ✓ To create a special framework of coordination with the Legislative Council that organizes its relation with the Commission for mutual benefit.
- ✓ To work with political parties and electoral lists to adopt the appropriate administrative procedures to ensure that their representatives have active roles and are fully engaged in CEC's activities.
- To effectively and continually deliver the messages of the CEC.
 - ✓ To prepare, adopt and implement an effective media strategy that stresses the CEC's vision and mission.
 - ✓ To develop and publish a periodic newsletter concerns with the work and achievements of the Commission as well as updates of the electoral processes.
 - ✓ To make the best use of CEC's electoral experience to emphasize its status as the source of elections information in Palestine through establishing a specialized research unit assigned with coordination with research centres, academic institutions and the Legislative Council to develop and publish electoral materials taking into account the needs and aspirations of the Palestinian voter and elections stakeholders.
 - ✓ To coordinate and organize regular meetings with donors, whether within the existing or new framework, to ensure they are constantly updated.
 - ✓ To develop and adopt plans for holding regular meetings with media outlets.
 - ✓ To regularly update the Arabic and English content of the CEC's website.
 - ✓ To work with the concerned and interested bodies to produce a documentary about the CEC and elections in Palestine as a pioneering experience that others may benefit from.
- To develop the capacities of stakeholders to better deal with the CEC and the electoral processes and activities.
 - ✓ To design and implement annual training programs for CSOs working in the field of elections which respond to their needs.
 - ✓ To design and implement educational training programs for the media on elections processes, procedures and code of conduct.
 - ✓ To develop and adopt procedures for the coordination of the electoral activities of stakeholders, particularly those pertaining to elections and awareness campaigns.
 - ✓ To coordinate with donors to achieve a better level of consistency in the elections programs they fund and to ensure the CEC is constantly informed of the results of such programs.
- To improve the level of transparency in CEC's work and in its relation with stakeholders.
 - ✓ To adopt detailed regular programs to organize general and special meetings with various stakeholders to discuss CEC's activities, needs and suggestions of partners.

- ✓ To adopt the necessary measures to publish the minutes of CEC's meetings and all of its reports, including audited financial and administrative reports, and make them available to the public, the Legislative and Executive Authorities.
- ✓ To assign a team of CEC's staff tasked with looking into the possibilities and requirements for making CEC's meetings open to all stakeholders to enable them follow up CEC's regular activities.

4. Contributing to the dissemination of electoral knowledge:

- To improve the level of electoral awareness in the Palestinian society.
 - ✓ To review the existing awareness programs and policies and develop new strategies for elections awareness to ensure a higher level of efficiency that translates into a rise in the level of electoral participation and a decline in the procedural errors committed during elections.
 - ✓ To design and implement awareness programs targeting youth (new voters) to raise the electoral awareness level among this category and participation to at least 25%.
 - ✓ To design and implement at least one electoral awareness program each year for women, school and university students.
 - ✓ To coordinate with the Ministry of Education & Higher Education and concerned bodies to develop and introduce elections education topics to the Civic Education curriculum.
- To disseminate electoral knowledge and improve the performance levels of CSOs in the field of elections.
 - ✓ To coordinate with the concerned CSOs to develop a framework for communication and coordination with the Commission and to build their capacities.
 - ✓ To develop programs to build the capacities and skills of CSOs cadres working in the field of elections.
 - ✓ To cooperate with CSOs to organize annual workshops that are not associated to a particular electoral event, to raise the level of elections awareness among the public.
- To more efficiently and effectively use the media to spread electoral awareness.
 - ✓ To adopt a more open approach towards the media through the appointment of a spokesperson for the Commission supported by a specialized media unit.
 - ✓ To take the necessary measures, in coordination with the relevant bodies, to ensure the CEC is permanently present in the national media outlets.
 - ✓ To train and accredit media representatives specialized in covering elections in coordination with media agencies.
 - ✓ To provide the technical resources and training necessary to introduce the use of social networks such as Facebook, Twitter, etc in the CEC's electoral awareness campaigns.

5. Developing the administrative systems:

- To develop and/or improve the bylaws and regulations organizing CEC's work.
 - ✓ To review, develop and activate the CEC's rules of procedures
 - ✓ To review, develop and activate the CEC's staff bylaw to ensure it is consistent with the rules of procedures of the Commission.
 - ✓ To develop, approve and implement the Codes of Conduct regulating the work of CEC's Commissioners, staff and stakeholders regardless of their capacities.
 - ✓ To form a joint committee of CEC's Commissioners and staff to discuss work related issues and to ensure the interests of CEC's employees are always represented.

- To develop and/or improve CEC's admin and financial systems.
 - ✓ To revisit the various admin systems in view of the reports on management performance in previous stages and the internal assessments by employees, and to conduct a thorough evaluation of the admin instructions and procedures and make the necessary changes accordingly.
 - ✓ To develop a detailed financial system for the CEC incorporating procedures for the approval of budgets and disbursements taking into consideration the CEC's work requirements and keeping with the general principles governing the financial systems of public institutions in Palestine.
 - ✓ To develop and adopt a detailed guidebook for all CEC's internal procedures including admin and financial and circulate to employees .
 - ✓ To review the existing structure of the CEC to ensure the adoption of an efficient structure that serves the CEC's strategic objectives.
 - ✓ To re-identify and distribute responsibilities among the various admin departments and offices and to take the necessary measures to ensure they are fully understood and respected by all employees.
 - ✓ To re-identify and distribute tasks and responsibilities among CEC's employees and admin levels through the adoption of a clear and detailed terms of reference for CEC staff regardless of their capacities as part of their contractual documents.
 - ✓ To automate the admin and financial systems in all of CEC's offices.

- To maintain the institutional memory of the CEC.
 - ✓ To develop and adopt the necessary measures to maintain CEC's documents through the adoption of an archiving system which responds to the needs of CECs offices.
 - ✓ To develop and activate the CEC's archiving unit and assign its functions.
 - ✓ To develop and execute a special program for the electronic archiving of all CEC's documents.

- To improve the internal and external communication and liaison plans.
 - ✓ To develop and adopt an integrated communication plan between all admin levels and to organize special training sessions on this regard to

ensure a better level of coordination and communication between CEC's staff.

- ✓ To develop and adopt communication plans during elections and off-elections periods.
 - ✓ To adopt the necessary measures to hold weekly meetings for the CEC's executive body at all times and all levels.
 - ✓ To review the CEC's existing decision making procedures to ensure better engagement of CEC staff.
 - ✓ To adopt the necessary measures to ensure the CEC's executive office is provided with monthly progress reports from all departments so that the performance evaluation reports are based on achievements.
- To maintain the remarkable institutional status of the CEC.
 - ✓ To adopt a mechanism to periodically evaluate the CEC's work performance and publish the resulting reports.
 - ✓ To form a working group to look into possible mechanisms to enable the CEC to gradually move to full reliance on national funds to maintain its sustainability and to conduct income generating activities.
 - ✓ To adopt measures to enable the CEC continue contribution in the electoral developmental initiatives and activities, locally and internationally, including the organization of elections conferences in Palestine with local, regional and international participation.

9. General requirements for the implementation of the strategic plan:

- To be officially approved and adopted by the CEC.
- To organize a one day workshop with participation of all CEC staff to introduce and explain the strategic plan.
- To form a working group of qualified CEC staff to draw a detailed action plan which tackles all issues provided in the table attached below.
- To consider the adoption of a new structure for the CEC based on the work needs, functions and powers, taking into account the nature of CEC's work i.e. the administrative part related to running of the CEC as an institution and the electoral part related to the organization of elections activities.
- To provide all necessary human and financial resources identified in the action plan, to create the necessary work incentives to keep the CEC's qualified staff, to attract new expertise to cover the urging needs of the Commission and to approve of extra budgets to implement the strategic plan.
- To organize periodic meetings with elections stakeholders to discuss their feedback on CEC's progress in implementing the strategic plan.

Annex: action plan table

Strategic issue No. 1						
Strategic goal No. 1.1						
Strategic objective 1.1.1						
Activity	Implementing body	Time frame		Indicators	Requirements	
		From	To		Human	Financial