



निर्वाचन आयोग, नेपाल
ELECTION COMMISSION, NEPAL

FIVE YEAR STRATEGIC PLAN

2015-2019



TWO YEAR ACTION PLAN

2015-2016



FIVE YEAR STRATEGIC PLAN

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2015-2016



निर्वाचन आयोग, नेपाल
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Message from the Chief Election Commissioner

I am delighted to have the publication of Election Commission's Second Five Year Strategic Plan (2015-2019). The Election Commission, Nepal (ECN) accorded approval of the Plan after a thorough review and as per its constitutional mandates, needs and priority. After successful implementation of first five year Strategic Plan (2009-2014), the ECN formulated the Second Strategic Plan to continue the ongoing electoral modernization and reform process in a proactive manner. The plan broadly outlines strategic issue areas, strategic goals, measurable objective under five strategic pillars, supplemented by a two-year Action Plan (2015-2016) and methodological guidelines for Monitoring and Evaluation. The ECN established a Strategic Planning Committee led by Hon'ble Election Commissioner Ms. Ila Sharma and its core technical team to draft the plan with broader consultation with all Officials of ECN, District Election Offices and key electoral stakeholders. Commissioner Sharma has made valuable contribution in coordinating the team of professionals to bringing this document to this standard. Furthermore, this plan is prepared in line with best international practices, lessons learnt from past two Constituent Assembly Elections, findings and recommendations of the mid-term evaluation of the first Strategic Plan.

ECN has made significant achievements since adoption of the first Strategic Plan. Notably ECN has successfully conducted the another CA Elections held on 19 November 2013 after implementation of an extensive electoral reform programs that includes registering of over 12 million eligible voters in the country's first ever biometric voter registration process and Voter's ID card distribution; establishment

of a multi-functional Electoral Education and Information Centre and Media Monitoring Centre; and comprehensive capacity building of ECN staff and key electoral stakeholders.

The ECN is fully committed to execute the second strategic plan in order to achieve its strategic goals, objectives and targets. It is our firm belief that the successful implementation of this plan will ultimately help in further strengthening the electoral process for credibly holding democratic elections in Nepal. The Strategic Plan is believed to guide the ECN in modernizing and reforming all electoral processes for its recognition as an Excellent Electoral Management Bodies of the world.

This Strategic Plan by all means is an outcome of a collective leadership and guidance of my fellow Commissioners Hon'ble Mr. Dolakh Bahadur Gurung, Dr. Ayodhee Prasad Yadav, Dr. Rambhakta P. B. Thakur and Ms. Ila Sharma. The ECN Secretariat, DEOs, all other Electoral Stakeholders and participants of interaction meetings deserves special thanks and recognitions for their invaluable input to the Plan. The Election Commission commends Senior Electoral Expert Professor Rafael Lopez-Pintor for his valuable contribution in bringing international expertise to this Strategic Plan. The ECN also appreciates contribution of the Electoral Support Project (UNDP/ESP) in providing the required technical assistance in drafting and printing of the Second Strategic Plan. Thanks are due to all donors and development partners for their continued support to the ECN including development of the Second Strategic Plan.



Neel Kantha Uprety
Chief Election Commissioner
Election Commission, Nepal

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INTRODUCTION

A Second Strategic Plan of the Election Commission of Nepal

This Five Year Strategic Plan 2015-2019 comes to light as a second electoral strategic planning exercise by the Election Commission of Nepal (ECN). The first plan was introduced in 2009, which has been guiding the ECN operations during the last five years. During 2014, the ECN has been evaluating the planning experience at different levels of the organisation. One main conclusion identified from such exercise was about the necessity of continuing to have a strategic plan as a useful tool for the management of public service of elections. Such strategic planning for election administration is considered a compelling necessity in the Nepali transitional context of state building, constitution building and democratic development. Strategic planning helps enhance effectiveness and efficiency of electoral management bodies, and consequently helps reduce uncertainties of transitional political environment at least in the field of elections - one of the main pillars of democracy.

Election Commission of Nepal initiated its first five year strategic plan 2009-2013 with set targets and activities. This plan guided the Commission to strengthen the institution to hold free, fair and credible elections which led to the spectacular success of the Constituent Assembly Members' Election 2013. The methodology adopted for the first plan has set a precedent to develop successive Second Five Year Strategic Plan 2015-2019 in a similar fashion. From among the 51 activities listed in the first plan, the implementation of 21 was assessed as excellent (41.17%), 19 as good (37.25%), 4 not completed (7.84%) and 7 were not done (13.72%). If the percentage of 'excellent' and 'good' indicators were to be added up, then the Commission achieved 78.42% in implementation of the plan. The main achievement of the first plan was the introduction of bio-metric voter registration, voters roll and identity cards with photographs. Expanded organisational set-up at the regional and district level,

establishment of Electoral Education Information Centre (EEIC) at the Secretariat, improvement in electoral operations and voter and electoral education conducted in regional languages were few of the highlights of the first Plan. *(See Annex-1 for more detail)*

The second strategic plan comes at a time of special exposure of the Election Commission of Nepal within the South Asian region. This plan would increase mutual sharing and exchange among the EMBs of the region. Nepal hosted the Fifth Meeting of Forum of Election Management Body (EMB) of South Asia (FEMBoSA) in Kathmandu in November 2014. This Forum promotes regional and bilateral co-operation among the EMBs of SAARC countries towards greater excellence in elections. This meeting declared ECN to be the Chair of the Forum for one year including the responsibility of the FEMBoSA secretariat. It also passed a Resolution to conduct activities that are also concurrent with the second five year strategic plan of ECN. The Resolution decided to establish a "South Asia Institute for Democracy and Electoral Studies (SAIDES)" for research, exchange, documentation and consolidation of electoral learning and innovations taking place among the SAARC EMBs; to endeavor to ensure inclusion and gender equality in overall electoral processes among the regional EMBs; to develop common minimum requirements on media monitoring and regulations for South Asian Region; to conduct study on the current comparative status of autonomy and independence of all member EMBs framing a common minimum requirement for South Asian region and to establish a regional research network on Campaign Finance. It finally adopted "Free and Fair Election: Pride of Nation" as a motto for FEMBoSA.

The planning document for 2015-2019 contains a Five Year Strategic Plan and a Two-Year Action Plan 2015-2016. The Two-Year Action Plan is a major difference with the previous Strategic Plan of 2009-2013. Like any first planning exercise, the 2009-2013 Strategic Plan was drafted in rather general terms but the Second Strategic Plan tries to be as **specific** as the political and institutional context allows. It includes an action plan for the coming two years upon the

assumption that the shorter the timing anticipated for a given activity the more likely that activity would turn out feasible.

As implied by its title, strategic planning is **all about strategy**. Consequently, the planning document is far from covering all areas of activity of the ECN, but focuses on those activities which have been envisaged as special strategic priority. In other terms, the planning document would embrace issues, goals and actions as deemed specially necessary for the institutional strengthening and operational efficacy of the ECN.

As it is often the case with strategic planning, electoral planning comprises both **prescriptive and indicative** elements. Generally, prescriptive planning can only be applicable in a situation or area of activity where the key contextual variables are kept under control (minimum uncertainty). On the contrary, planning should be considered indicative in situations or areas of activity where uncertainty prevails. In the electoral operation field, prescriptive planning is more likely to work regarding activities that are implemented for short or middle term and are the internal matters (management, logistics etc.) of the organisation. On the other hand, indicative planning is particularly advisable regarding activities aiming for longer term, which are more sensitive to contextual variables either political, socio-cultural, infrastructural, financial, or other non-anticipated factors. Second Five Year Strategic Plan 2015-2019 is not an exception and will transpire both prescriptive and indicative at implementation depending on the area of activity and specific targets.

Along the same line of reasoning as above, this Five Year Strategic Plan document should be considered as an **open document** adaptable to contextual changes and unpredictable factors. In this context, the document includes some activities which are already in progress (e.g. voter registration) as well as activities which could be implemented only in a given circumstances (e.g. voter information campaign once an election has been announced). During the

implementation period of the Plan major changes and adaptation might be anticipated to the changing circumstances and may require further advice. In regards to Two-Year Action Plan 2015-2016 the activities are more specific both in terms of timeline and content. However, the Action Plan may need changes and revisions in the socio-political and organisational environment.

Regarding the **methodology** followed for the preparation of the planning documents, the following factors deserve mentioning. A standard methodology for strategic planning was followed taking into account the previous Nepal's experience. It was comprehensively inspired by the available international literature as well as the electoral planning experiences of other countries.

The consultation and drafting stages for the planning exercise ran from May to November 2014. As per ECN decision, a Formulation Committee as well as a Task Force from within the Committee was formed. This Committee directed and coordinated the entire planning operation, which benefitted from technical assistance to advisory support of United Nations Development Program (UNDP) international experts. After an induction workshop was held, where the planning operation was presented to the entire staff of ECN Headquarters, consultation was conducted through different techniques. Interviews were held with ECN authorities and technical staff at all levels of the organisation. A five-day workshop took place in Budhanikantha convening 179 ECN staff including Chief Election Commissioner, Election Commissioners, Secretary, Joint Secretaries, Under Secretaries, Section Officers and District Election Officers from all 75 districts (every session of the workshop was chaired by Commissioners and Secretary, coordinated by Joint Secretaries, and facilitated by Under-secretaries). Subsequently, two one-day workshops took place with external stakeholders (from government, international donors, academics, political parties and NGOs), and ECN office support staff respectively. A number of personal interviews were conducted with former ECN officials, political parties and NGOs observing elections.

Following the **format of standard strategic planning**, the document is organised with a brief description of vision, mission and guiding principles of the organisation. Conclusions from a SWOT (Strength, Weakness, Opportunity and Threat) analysis of the ECN are summarised. Description of strategic issues and goals, which were identified as adequate consideration for the coming years are devoted in the next section. Strategic activities pertaining to different pillars and goals are dealt in subsequent sections. The last section of the document is devoted to a brief discussion on concept and methodological guidelines on monitoring and evaluation in implementing the plan.

In producing this document, nothing of substance was left aside from the findings and recommendations arising from the five-day workshop with ECN technical staff; one-day workshop with support staff; numerous individual consultations with ECN staff; consultations with external stakeholders particularly political parties, civil society organisations, other governmental bodies (Ministry of Home Affairs, Ministry of Finance, Ministry of General Administration, National Planning Commission, Nepal Peace Trust Fund) and development partners (*See Annex-2 where stakeholders are identified*).

The drafting effort has focused on **systematising and harmonising** many arguments and recommendations emerging from consultation. By systematising information, duplication and redundancy has been kept to a minimum. It was unavoidable for a certain degree when different working groups are dealing with related materials. On the other hand, harmonisation is necessary when it comes to basic conceptualisation and the need for generalising out of a wide range of specific arguments, recommendations and suggested activities.

STRATEGIC FOUNDATIONS OF THE ELECTION COMMISSION

Vision

Strengthen the Election Commission as a competent institution for electoral excellence.

Mission

Conduct elections in a professional, efficient, transparent, and credible manner as mandated by the Constitution.

Guiding Principles

Independence

Independence has both structural and behavioural components. From an institutional structural perspective, the Election Commission is a constitutional body separated or independent from the executive branch of government. The Commission is an autonomous self-regulatory and quasi-judicial institution as mandate given by the Constitution. On the other hand, from a behavioural perspective, the Commission is independent in the sense that its activities shall be carried out without any undue interference from the executive branch, political parties or powerful individuals or groups with a diversity of interests. The assumption is normally made that by not being dependent on the Government, Election Commission remains free from undue political interference.

Impartiality

Since election management has to do with the conduct of elections as a public service of democracy, the Commission shall ensure that the conditions are set for the free expression of the will of the people. This would imply an impartial behaviour by election authorities, neither favouring nor treating unfairly any of the contenders and their supporters in the electoral race. Whatever the ideological or political personal convictions of the electoral officers may have, it

should be kept to themselves. Every contender and voter shall be treated equally by the Commission.

Inclusivity

Two main dimensions of inclusivity shall guide the action of the Commission. In terms of social inclusion, women, indigenous groups from backward areas, Dalits, Madhesi communities, persons with disabilities as well as other groups and communities as defined in the Constitution will be ensured of their participation in elections. Internally to the ECN, staff recruitment policies are also guided by the principle of inclusion in the sense that gender balance is pursued and recruitment of persons belonging to the different segments of society.

Transparency

The Commission shall not only be transparent in its entire operations, but should also appear to the public eye as being transparent. Main indicators of transparency are being receptive to the public, regular communication with the public through media or other outlets, and managing user-friendly procedures.

Service orientation

The public service of elections in order to be effective would require that the Commission and its offices at all levels provide prompt and easy access and quality services. The service of elections is among the noblest services of a democratic state. The Election Commission becomes the administrator of legitimacy in the political system. It is only because of the voters' trust when the results of an election is pronounced by the Commission, the person is elected to the parliament and the government becomes legitimate as rulers of the country.

Professional integrity

The Election Commission will maintain its professional competence by ensuring development of skilled, efficient, confident, motivated and professionally committed human resources.

Responsibility and accountability

By being responsible and accountable, the organisation does not only implement its duties, but also reports and shows up on procedural matters and deliverances before relevant institutions.

Participatory approach

Besides ECN, different public institutions and other external stakeholders are involved in devising electoral legislation and policies, making electoral operation effective (e.g. political parties, government, parliament, judiciaries, security agencies, NGOs and other external stakeholders including private business firms). The Election Commission will be keen at ensuring that all actors involved in the electoral cycle are imbued of a participatory approach as partners in the successful delivery of the public service of elections as a genuine democratic undertaking.

Credibility

The Election Commission, through its dedicated and professional work, will gain recognition from the Nepali people and the international community as an institution of trust.

Cost-effectiveness

Aiming at cost-effectiveness should be considered a principle for any organisation and public service as it constitutes a principle of good management. Like other public services (e.g. law and order, health or education) elections shall be conducted as cost-effective as possible. Cost-effectiveness means the ratio between cost and benefit. Having a pragmatic, realistic and open-minded decision making and working style, the commission will pay attention to cost effectiveness before making any changes to the policy and conducting any given activity.

Pro-activeness and innovation

The Commission will keep emphasizing a pro-active and innovative approach with regard to institutional development, organisational structuring, and service delivery.

ORGANISATION ASSESSMENT THROUGH SWOT ANALYSIS

Strengths, Weaknesses, Opportunities and Threats

During the five-day workshop a SWOT analysis involved ECN officials at two different levels. Firstly, was the assessment of the ensemble of the organisation as an institution and secondly focused on each of the five pillars of activity of the ECN: Institutional development of Election Commission, organisation and capacity building, registration and election technology, electoral education and organisational outreach, and logistics management and electoral operations. In the paragraphs below, a summary of the SWOT analysis exercise on the overall institution is presented. *(SWOT by pillar of activity is summarised in Annex 3)*

Strengths

- A long institutional **experience** at conducting elections under varying circumstances. The ECN was first constitutionally established in 1966, and ever since has conducted various types of elections; most recently in 2008 and 2013 for a Constituent Assembly.
- Institutional **respectability** as the ECN as an independent body, which was enshrined in constitution since the first amendment to the 2019 BS (1962 A.D) Constitution in 2023 BS (1966 A.D). That constitutional status was maintained in all other subsequent constitutions. Moreover, both the interim Constitution of 2007 and the Election Commission Act of the same year give the Commission enough latitude and authority to conduct, supervise and control elections in an effective manner.

- **Credibility** at both national and international level deriving from the impartial role the Commission played in the conduct of recent elections.
- **Effective cooperation from international donors** and aid agencies.
- Effective **presence** for operations all over the country. The Election Commission, with offices at central level and in all 75 districts, is a guarantee for solid networking between the Secretariat and Districts, which facilitates the conduct of electoral operations nationwide.
- Experienced and professionally capacitated **human resources**, that are able to develop and implement plans and activities according to international standards.
- The ECN working and communication modality makes extensive use of **modern technology**. After the voter rolls and other election related activities were computerised, the Commission is committed to expand the use of information technology into other activities. A biometric-information-based voter roll was started after Constituent Assembly elections 2008, and the voter register operates on a continuous basis in the period between elections. As of now, voter registration in Nepal is a good example of effectiveness at modernisation of a key element of the electoral process as is the voter rolls, the administrative embodiment of the electorate, and a best indicator of inclusivity of the political system.
- On one hand **Inclusivity** applies to integration of all segments of the population in the electoral system on an even basis-territorial, ethnic-cultural, and also in terms of **gender**. It is worth noticing that registered voters amounted to 79.4% of all eligible voters in 2013 elections (12,147,865 registered voters out of 15,308,346 aged 18 and over). Moreover, voter registration by gender includes 49.2% male and 50.8% female voters by the end of 2013.

Effort is being made to enlarge the scope of electoral employment to all sectors of society on a gender balance basis. Although much remains to be done in this respect, significant improvement is being made within the context of strategic planning.

Weaknesses

- Short-term activities were **not always concurrent with long-term planned activities**, partly due to some of the goals of the first strategic plan being ambitious.
- The Commission lacks its own **office infrastructure** in many districts, which sometimes implies difficulties for the fulfilment of certain activities.
- **Lack of back-up** or alternative option in case an originally planned activity fails or is not viable.
- **Coordination deficit** between divisions, divisions and sections, secretariat and districts as well as between districts.
- Lack of **institutional memory** that does not encourage proper organisation of reports and files. In the same context, research and development projects (R&D) are needed in order to bring sound information on a number of practical issues.
- **No retention plan** of key personnel. The constant transfer of personnel creates difficulties. This would not help enhancing the stability of staff and its professionalism since staff transferred from other government institutions often lacks technical competence in the field of elections, which creates new challenges to the Commission for capacity building.
- **Limited financial autonomy** in general, and **financial dependence** on development partners even for funding small programs. Financial support being necessary for the time being, it still implies

some degree of uncertainty in planning and programming activities in the mid and long run.

- Unable to uphold **absentee voters' rights** for voters inside and outside the country.
- Lack of a clear and transparent **system to evaluate and award** best practices, in particular regarding non-monetary incentives to staff.
- Lack of clear planning for **media engagement**.
- **Monitoring and evaluation** is not based on a system of indicators and benchmarks of performance.

Opportunities

- **Increasing public awareness** about the importance and values of elections is demonstrated, among other quantifiable indicators, by high voter turnout in the second Constituent Assembly elections.
- **Commitment towards elections** among political parties has kept on the rise.
- After enactment of a new Constitution, the Commission **shall get restructured** according to new constitutional provisions referring to a number of issues, most notably the form of government (parliamentary, presidential or mixed) and the form of state (centralised or federal). This could be an opportunity for renovation in organisational/operational areas as per the need.
- The **credibility** of the ECN after having conducted two successive constituent assembly elections can work as a positive factor for the Commission to engage in the necessary reforms of electoral processes, and to obtain both national and international resources to complete the use of **new technologies** in electoral organisation and processes.

- With **the use of new technology**, the Commission is able to provide services to voter in a quicker manner.
- Voter details from biometric voter rolls can be used for **national ID cards**.
- Invalid ballots would practically disappear after **using Electronic Voting Machines (EVM)**. The quality and accuracy at vote counting shall also improve, and electoral irregularities and fraud at the ballot box shall be deterred or minimised.
- Opportunities of **capacity development** for the staff through training, study trips and observation.
- Strengthening **South-South cooperation**. For example, hosting international events like that of the Forum of Electoral Management Bodies of South Asia (FEMBoSA), and joining some regional projects with other Asian EMBs will enhance professionalism of the ECN staff and its international projection as well as that of the country.

Threats

- People disappointment or **disillusionment with elections** after realising their expectations have not been fulfilled by the government.
- Electoral **commitment by political parties** and cooperation with the Election Commission is limited. At times, partisan activities can pose serious obstacles for impartial elections; sometimes with uncontrolled party registration; sometimes disrespecting the principles of the democratic race and maneuvering elections results in their own favour; and also through activities of groups that boycott the elections.

- **Structural changes in the ECN** in accordance with constitutional provisions after the new constitution is enacted.
- Uncertainties about **the electoral calendar** until the periodicity of elections is constitutionally and legally defined would obviously affect the capacity of planning and programming of the ECN.
- **Dependence on the executive** branch of government to carry out its tasks (e.g. materials, human resources, staff recruitment etc.).
- Financial resources for activities during inter-elections period are often hard to obtain by the Commission. Moreover, **dependence on donor support** may create uncertainty about the viability of a certain activity. Such dependence can be considered as both a threat and a weakness.
- **Turnover of human resources** can be considered a threat as well as a weakness, negatively affecting the efficacy and efficiency of the Commission.
- **Adaptation** to the use of new technology by employees.
- Difficulties in **managing the diversity of the country**: geographic, social, ethnic-cultural, and religious.
- Lack of legal provisions for **out of country voter registration**.
- **Hacking ECN** information, which can be electronically retrieved.

IDENTIFYING STRATEGIC ISSUES AND GOALS

Strategic Issues

Strategic issues have been identified within each of the five strategic pillars along which the Commission activities are programmed and implemented. The following issue areas are recorded.

Pillar I. Institutional Development of Election Commission

Issue Area: Institutionalisation of the Commission

- Structure of the ECN in the new constitutional context. The Commission may have to go through structural reform depending of the form of state (unified or federal) and type of government (parliamentarian, presidential or mixed).
- Authority, responsibility and accountability of the ECN in the new constitutional context.
- Functional relationship between the Body of Commissioners and the Secretariat, and between Secretariat and District Offices.

Issue Area: Strategic planning formulation, implementation and monitoring/evaluation

- Multiyear planning as part of the organisational culture and practice.
- Annual action plan and unified annual work schedules.

Issue Area: Electoral legal framework

- Integrated electoral law or code where the different pieces of current legislation relating to election are compiled and harmonised.
- Integrated law for political party management along the same reforming lines described above or by including all

provisions relating to political parties in the electoral law or code.

- Election dispute resolution and adjudication. Responsibilities and mechanisms on resolution and adjudication of electoral claims and complaints are simplified.

Issue Area: Office automation at the different levels of activity.

Pillar II. Organisation and capacity building

Issue Area: Infrastructural development

- Land acquisition for district offices.
- Construction and maintenance of district office buildings.

Issue Area: Human resource development

- Policy criteria on employees at Secretariat and Districts systematised/clarified.
- Training and wider exposure of the staff to international experience.
- Monetary and non-monetary incentives.

Issue Area: Media and communication

Issue Area: Gender mainstreaming within the ECN staff

Pillar III. Registration and election technology

Issue Area: Identification of voters and registration

- Continuous voter registration.
- Regular updating of voter rolls: new voters, the deceased and other inclusions, exclusions and modifications.
- Targeted registration of specific segments of the population: Youth, rural, marginalised.
- Decentralisation of voter registration.

- Dispute resolution process on registration, harmonised/systematised.
- Policy on disposal and maintenance of enumeration forms.
- Cleaning of duplications of personal records in the voter rolls.
- Protection of voter privacy.
- Out of country voter registration and voting.
- Electronic system for identification of voters / voter ID-Card.
- Technology and its uses.

Issue Area: Political party registration

- Identification checks of support voter signatures of given party/candidate.
- Party registration decentralised, systematised, mechanised and automated.

Pillar IV. Electoral education and organisational outreach

Issue Area: Voter education and information

- Methodologies: approaches, processes and expected outcomes.
- Training materials and technologies as required by methodology.
- Targeted groups, especially among disadvantaged and marginalised populations.

Issue Area: Strengthening and expanding electoral education and information centres

- Organisational structure of centres.
- Expansion of centres at regional level within Nepal.
- The Electoral Education and Information Center (EEIC) upgraded.
- An Electoral Research Institute aiming at activities of a regional scope in South Asia.

Issue Area: Gender mainstreaming both among the electorate and within the ECN staff (crosscutting area along several pillar).

Issue Area: Social inclusion in the electoral system of Dalit, Madhesi and marginalised communities (crosscutting area along several pillars).

Issue Area: Helping the vote of persons with disabilities.

Issue Area: Relationship with stakeholders.

Pillar V. Logistic management and electoral operations

Issue Area: Electoral logistic management.

Issue Area: Integrated election operation plan.

Issue Area: Electoral security and risk management.

Issue Area: Standardisation of polling centres.

Issue Area: Provision of alternative voting (absentee voting, pre-voting and mobile voting).

Issue area: Coordination with other institutions related to the electoral operations.

Strategic Goals

Seventeen strategic goals have been defined to be pursued within the five strategic pillars along which the Commission activities are structured and implemented. Strategic goals indicate the situation in which the Commission aims to be after the planning activities have been implemented.

Pillar I. Institutional development of Election Commission

Goal 1: Election Commission institutional capacity is strengthened.

Goal 2: The planning process is strengthened.

Goal 3: Electoral legislation is reformed to match with new Constitution.

Pillar II. Organisation and capacity building

Goal 4: The physical infrastructure of district election offices is improved.

Goal 5: The capacity of human resources of the Commission is enhanced.

Goal 6: Engagement with media is strengthened.

Pillar III. Registration and election technology

Goal 7: Voter registration of eligible voters is ensured.

Goal 8: Political party registration is more efficiently regulated and managed.

Goal 9: Election management improved by using information technology.

Pillar IV. Electoral education and organisational outreach

Goal 10: Voter education is improved.

Goal 11: The Electoral Education and Information Centre (EEIC) is upgraded.

Goal 12: Electoral Research Institute is created.

Goal 13: Gender and Social Inclusion (GESI) at all levels of election management is ensured.

Goal 14: Coordination and partnership with electoral stakeholders is strengthened.

Pillar V. Logistic management and electoral operations

Goal 15: Electoral operations are made user friendly to both voters and electoral officers.

Goal 16: Logistics management is made more efficient.

Goal 17: Elections risk management system is implemented.

**FIVE YEAR STRATEGIC PLAN
2015-2019**

SPECIFIC ACTIVITIES

FIVE YEAR STRATEGIC PLAN 2015-2019: SPECIFIC ACTIVITIES

The content of this section is a detailed description of specific activities under each of five strategic pillars and seventeen strategic goals pertaining to the different pillars along which the Election Commission's operations is organized. For each activity, it includes responsible authority within the ECN, estimated cost, funding source, and expected time for an action to be implemented, either in the first two years 2015-2016 or the subsequent three years of the Plan 2017-2019. Activities have been ordered by priority: One, two or third priority. Main criterion for **prioritisation** is not the importance of a given activity in itself, but the degree in which it is deemed necessary and potentially beneficial to the country under current conditions of political environment, time, and resources availability for both personnel and financial.

A changing political-constitutional environment as well as technical requirements would make advisable to specially emphasize specific activities within the Two Year Action Plan. Proper monitoring and evaluation of activities during the coming two years will allow for further concretisation a refinement of activities for the subsequent three years.

The table below should be considered the master table of the plan in the sense that all activities for the entire five-year period are included and classified under the different parameters, which were mentioned above. For a proper reading of the table, certain code categories are described at the bottom of the table (*).

TABLE 1. - LIST OF ACTIVITIES BY PILLARS AND GOALS WITH PRIORITY, RESPONSIBLE AUTHORITY, TIMELINES, COST ESTIMATES AND FUNDING SOURCE (*)

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
PILLAR I INSTITUTIONAL DEVELOPMENT OF ELECTION COMMISSION							
GOAL 1 Institutional capacity of Election Commission is strengthened							
Seek to enhance ECN’s autonomy and independence at the operational level in the execution of its mandate, through laws, regulations and procedures. This includes management of financial and human resources and fixing of election dates (assumption: new	1	BC+ST	1	X		0	NB

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
Constitution will include it. It is not included in the Constitution at the time of drafting this document).							
Adapt the ECN structure to the new Constitution wherever necessary	1	BC+ST	-1/4	X		0	NB
Mainstream Gender and Social Inclusion in organisational policies and guidelines	1	BC+ST	-1/4	X		0	NB
Establish standards to make the decision making process of ECN easier, more transparent, participatory and accountable.	2	BC+ST	-1/4	X		0	NB
Improve institutional memory mechanisms by better organising, reporting, filing of	1	S1+S3	1/2	X		1/10	NB+D

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
documents, and conducting basic research on relevant topics.							
GOAL 2 The planning process is strengthened							
Develop growth and capacity of the Planning, Monitoring and Foreign Relations Section using updated systems and techniques such as Result impact management	2	S3	1	X		1/20	NB+D
Prepare statistical basis for making the planning process more realistic (including GESI and disabilities disaggregated data).	3	S9	+2		X	1/20	NB+D

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
Prepare planning directives to help matching specific plans and annual activities of ECN with the strategic planning	1	S3+S6	1/4	X		0	NB
Prepare integrated procedure of monitoring and evaluation (M&E) based on monitoring and evaluation procedures of National Planning Commission.	1	S3	+2	X		1/20	NB+D
GOAL 3 Electoral legislation reformed in compliance with the new Constitution							

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
Contribute to the reform of electoral system and processes wherever Constitution makes it necessary	1	S6+S1	1/4	X		1/20	NB+D
Prepare draft of integrated electoral legal framework, and submit to the Parliament for approval	2	S6	1	X		1/10	NB+D
Include implementation of “none of the above” (NOTA) in ballot papers and in the processes wherever required	2	S6	-1/4	X		0	NB
Review electoral dispute resolution (EDR) legal provisions and give advice to improve effectiveness	2	S6+S7	2	X		1/20	NB+D

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
PILLAR II ORGANISATION AND CAPACITY BUILDING							
GOAL 4 The physical infrastructure of district election offices is improved.							
Conduct study on the financial and operational cost/benefit of the purchase of land and construction of building in all districts (land for construction has already been allocated in 10 districts).	2	S2	2	X		1/10	NB

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
Acquire new plots of land, construct and improve wherever necessary	2	S1+S2	2	X	X	+1	NB
Acquire support and coordination of government, local bodies and development partners for developing new infrastructure wherever necessary.	2	S1	2	X	X	1/10	NB+D
Fix design and structure of district offices according to geographical diversity, shape of the plot, number of electoral constituencies and expected workload.	3	S1	+2	X	X	0	NB

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
GOAL 5 The capacity of human resources is enhanced							
Design and give Terms of Reference (TOR) to employees at all levels	1	S1	1/2	X		0	NB
Design retention policy for enhancing certainty and professionalism of the Commission (joint effort with Civil Service Commission and Ministry of General Administration)	2	ST+S1+S6	2	X	X	1/10	NB+D
Review and implement the employee code of conduct by formation of a Grievance Committee, so as sensitive issues such as sexual and work harassment are covered	2	ST+S1	-1/4	X		0	NB

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
Provide at least one training experience to every staff of the Commission per year either national or international.	2	EEIC	+2	X	X	1/4	NB+D
Provide international training opportunities and study/exposure tours for relevant staff focusing on cutting edge electoral reform issues such as Gender and Inclusion, Electoral Dispute Resolution, electronic results transmission, Out of Country voting, Media Monitoring, Security Risk mitigation, GIS mapping etc.	2	ST+S3	2	X	X	1/2	D

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
Use transparent criteria for the selection process to participate in activities abroad ensuring that GESI is considered.	2	S1+S3	1/4	X		0	NB
Provide incentive boosting the morale of the staff such as promotions, prizes, medals “best employee of the year” etc.	3	S1	+2	X	X	1/20	NB+D
Improve on internal communication within ECN and the Secretariat at all levels including district election offices for enhancing the capacity of human resources.	3	S1	+2		X	0	NB
Organise inter-district visits for exchange of experience.	3	S1	+2		X	1/10	NB+D

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
Incorporate the results of R&D activities, studies conducted by the ECN through its various Committees, EEIC and SAIDES into the functioning of the ECN	1	ST	+1	X	X	0	NB
GOAL 6 Engagement with media is strengthened							
Provide capacity development workshops for journalists covering the Election Commission and elections.	1	EEIC	-1/4	X	X	1/20	NB+D

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
Develop a Manual on how to run an efficient Press office for an EMB which can be used regionally in South Asia	1	EEIC	1/2	X		1/5	NB+D
Set up Media Monitoring System as a reliable tool based on content analysis methodologies for better informed decision-making of the ECN and improved engagement with the media. Develop a manual for the media monitoring for EMBs which can be used regionally in South Asia.	1	EEIC	1/4	X		1/10	NB+D

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
Develop a media handbook for journalists on election concepts and reporting, which might also be used regionally in South Asia.	3	EEIC	1/2	X		1/5	NB+D
PILLAR III REGISTRATION AND ELECTION TECHNOLOGY							
GOAL 7 Continuous voter registration of all eligible voters is ensured							
Formulate integrated voter registration directives	1	S6	1/2	X		0	NB

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
Voter registration covers all eligible voters in country by end of 2016 (around 800,000 are registered per year, the production of voter ID cards not included)	1	S4+S8+S10	2			1/4	NB+D
Ensure that security encoded voters identity cards begin to be produced and distributed by the end of 2015	1	S4+S8	1	X	X	+1	NB+D
Initiate overseas registration as a pilot in some cities with a concentration of Nepalese also considering factors related to the ease of registration (assumption: pilot in the cities of Seoul, Kuala Lumpur, Doha and Dubai)	1	S4	1/2			1/10	NB

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
GOAL 8 Political party registration is more efficiently regulated and managed							
Make political party registration mandatory and conduct regular updates at the district level.	3	S6+S7	+2	X		0	NB
Implement computerisation of the documents for party registration	3	S7+S8	1/4	X		0	NB
Provide scientific verification of support signatures at party registration.	3	S8	+2	X		0	NB

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
<p align="center">GOAL 9</p> <p align="center">Election management enhanced using information technology</p>							
Use EVM progressively in phases, setting targets for each election (assumption: target 5000 EVM per election until full coverage is reached)	2	S5	+2	X	X	+1	NB+D
Establish high speed data connectivity between Commission and district offices	3	S8+ S10	+2		X	1/10	NB+D

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
Establish office automation based on the concept of paperless office	3	S8+ S10	+2		X	0	NB
All relevant staff have access to internet, email and video conference	3	S8+S10	+2		X	0	NB
Conduct feasibility study on internet and SMS voting	3	S5+S8+S10	1/2		X	1/20	NB+D
PILLAR IV ELECTORAL EDUCATION AND ORGANISATIONAL OUTREACH							

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
GOAL 10 Voter education is improved							
Before voter education programs are conducted, some need assessment is made depending on targets addressed in different sectors of society and regions	2	EEIC	-1/4	X		1/10	NB+D
Launch awareness raising campaign focusing on the exercise of political rights at the time when Constitution is promulgated.	2	EEIC	1/4	X		1/4	NB+D
Around elections, conduct Radio and TV programs at least once a week.	2	EEIC	1/4	X	X	1/4	NB+D

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
Around elections, conduct mock elections as an educational tool.	3	EEIC	1/4		X	0	NB
Prepare a roster of approximately 32,000 trainers for voter education.	2	EEIC	1/4	X		0	NB
Make attempt to include voter education as a topic in the secondary school curriculum.	3	EEIC	2		X	1/10	NB+D
Conduct voter education through cultural programs and mobile camps in all districts with distribution of election materials.	3	EEIC	1/2		X	1/10	NB+D

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
GOAL 11 The Electoral Education and Information Centre (EEIC) is expanded to regional level							
Expand EEIC to the regional level	2	BC+ST+EEIC	2	X		1/10	NB+D
Regional EEICs are staffed with human resources able to conduct voter education.	2	EEIC	1/4	X		0	NB
Regional EEICs use mobile kits for voter education purposes.	2	EEIC	1/4	X		1/4	NB+D
Develop electoral libraries at regional EEICs.	2	EEIC	1/2	X		1/4	NB+D

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
Carry out election-related training in coordination with programs of other agencies.	3	EEIC	1/4		X	- 1/20	NB+D
Conduct annual exchange programs for sharing experience on electoral education at SAARC level (assumption: one program in Nepal)	3	EEIC	1/4		X	- 1/20	NB+D
GOAL 12 South Asian Institute of Democracy and Electoral Studies (SAIDES) is established							
An Electoral Research Institute is created aiming at research activities in the South Asian region as endorsed by the Article 3 of the	1	BC+ST	1		X	+1	NB+D

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
Resolution passed during the fifth meeting of FEMBoSA							
GOAL 13 Gender and Social Inclusion (GESI) at all levels of election management is ensured							
Electoral legislation reform ensures inclusion of women and minorities in the electoral system as voters, candidates and seats proportion to their ratio in the population.	1	S6	1	X		1/20	NB+D
ECN to attempt to ensure fifty percent representation of women in the local bodies	1	BC+ST	+2	X		+1	NB+D

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
election through legal reform and capacity building							
Allocate staff and necessary budget for proper functioning of the gender unit.	1	ST	1	X		0	NB
Make ECN gender inclusive by trying to double the number of women staff at all levels.	1	BC+ST	+2	X	X	0	NB
Enhance political representation of women, Dalit, Janajati, Madhesi, and other communities.	1	S1+S6	2	X		1/4	NB+D

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
Enhance participation of people with disabilities in the electoral process by removing regulatory obstacles if any.	1	S1+S6	2	X	X	1/50	NB+D
Conduct voter education programs targeting specific women groups in all districts (Mothers' Group, Ward Citizens Forum, and Women Cooperatives).	2	EEIC+S3	1/2	X		1/10	NB+D
Establish a position for women to work in voter education in all district offices.	1	S1	1	X		1/5	NB+D
Coordinate with relevant ministries and line agencies to include voter education as a topic	2	EEIC	2	X	X	0	NB

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
in informal education curricula targeting adult women.							
Assign the equivalent of around 20 percent of the ECN budget for gender equality and social inclusion programs.	3	S2+S3	+2	X	X	0	NB
GOAL 14 Coordination and partnership with electoral stakeholders, mainly political parties and candidates, is strengthened							
Establish a mechanism for regular consultation and interaction with political parties (e.g. party liaison committee).	2	S7	+2	X	X	1/20	NB+D

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
Hold regular information exchange meetings with stakeholders at least twice a year both at central and district level (more frequently during elections).	2	S5	2	X		1/10	NB+D
Seek advice from experts and SAIDES on sectorial development and electoral reform as per need.	3	S1+S6	1/4	X	X	0	NB
Conduct feasibility study on Campaign finance by the state.	3	S7	+2		X	1/20	NB+D

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
PILLAR V LOGISTICS MANAGEMENT AND ELECTORAL OPERATIONS							
GOAL 15 Electoral operations are made user friendly to both voters and electoral officers							
Contribute to regulate out of country voting and alternative voting.	2	S6	1/4	X		1/20	NB+D
Innovate management of election result transmission by using IT technology.	2	S5+S8+S10	1	X		1/4	NB+D

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
Standardise polling locations with similar arrangement of polling centers.	3	S5	1/4	X		0	NB
Prepare roster of returning officers, polling officers and assistant polling officers making sure that the different GESI segments are clearly identified.	2	S5	1/2	X		0	NB
Establish Braille script in ballot papers (assumption: progressive target of 100,000 ballot papers per election)	3	S5	1/4		X	1/10	NB+D
Assign at least one person per polling location to assist the voting of the disabled through	2	S5	+2	X	X	1	NB+D

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
guidance to the polling center, help at marking in secrecy compartment and/or ballot box, etc.							
Set gradually disable-friendly access to polling locations (assumption: target 1,000 polling locations per elections)	2	S5	+2	X	X	1/20	NB+D
GOAL 16 Logistics management is made more efficient							
Timely assess and confirm the polling locations before elections.	1	S5	-1/4	X	X	- 1/20	NB+D

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
Set a warehouse in all five regions.	1	S5	1/4	X		1	NB+D
Prepare specifications on quality of materials.	2	S5	1/4	X		0	NB+D
Formulate policy on the re-use of non-sensitive electoral materials.	3	S5+S6	1/4	X		0	NB
Review procedures for the procurement of election materials.	3	S5+S6	1/4	X		0	NB
Conduct feasibility study on electronic voter identification system at the polling centers.	3	S5+S8+S10	1/2		X	- 1/20	NB+D

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
GOAL 17 Elections Risk Management System is Implemented							
Establish election risk management unit and procedures.	1	S5+S7	1/4	X		1/20	NB+D
Strengthen the role and scope of security committees at all levels (widening the concept including security of voters and candidates - especially women- ballot boxes, ballot papers and other sensitive materials)	1	ST+S5	1/4	X		0	NB

CONTENTS	PRIORITY	RESP. AUTHORITY	TIME TO IMPLEMENT	TIMELINE		COST	FUNDING SOURCE
				2015 2016	2017 2019		
Provide risk management training to staff of Headquarters and districts.	1	S5+EEIC+S7	1/4	X		1/10	NB+D
Before elections, brief security forces on election related issues.	1	ST+S5	1/4	X	X	0	NB
Develop and use in an effective manner a tracking system in election operations (including not only vehicles movement, but also ballot boxes, ballot papers and other sensitive materials both at distribution and retrieval operations before every election).	1	S5+S8+S10	1/4	X	X	1/10	NB+D
Identify stakeholders related to election risk and develop methods of relationship.	1	S5	1/4	X	X	1/20	NB+D

(*) CODES

Below are presented the coding system utilised in the table above:

Priority defined on urgency for implementation under time and resource available rather than by importance of the activity itself: 1 = first priority; 2 = second; 3 = third.

Responsible authority defined as person or unit responsible for implementation: BC = Body of Commissioners; ST = Secretariat; EEIC = Electoral Education and Information centre; S = ECN Section numbered as follows:

- S1 = Administration Section
- S2 = Finance Section
- S3 = Planning, Monitoring and Foreign Relations Section
- S4 = Voter Registration and List Section
- S5 = Election Operations Section
- S6 = Law Section
- S7 = Political Parties Related Section
- S8 = IT Operations Section
- S9 = Statistics and Survey Section
- S10 = Information Systems Management Section

Time defined as time period required for an activity to be either launched or completed:

- +2 = more than two years
- 2 = two years
- 1 = one year
- 1/2 = half a year
- 1/4 = one quarter
- 1/4 = less than one quarter

Cost refers to estimated cost of activity in US \$:

- +1 = more than one million
- 1 = one million
- 1/2 = half a million
- 1/4 = quarter of a million
- 1/5 = 200,000
- 1/10 = 100,000
- 1/20 = 50,000
- 1/20 = less than 50,000
- 0 = covered by ECN ordinary budget

Funding Source refers to main funding agent expected to finance an activity: NB = National Budget; D = Donor

TWO YEAR ACTION PLAN
2015-2016

TWO YEAR ACTION PLAN

2015-2016

Introduction

A Two-year Action Plan has been designed for 2015-2016. Not all activities envisaged in Strategic Plan should be given the same importance both in terms of need and feasibility under the circumstances. There are possibilities and constraints to be assessed all along the planning exercise: Political, institutional-organisational and financial. The idea was to include all those activities which might even have a continuation or starting point during the last three years of the first Five-Year Strategic Plan. As part of the Second Five-year Strategic Plan, the Action Plan should be considered as particularly strategic in the sense that the range and scope of activities actually implemented shall be prioritised from among the much larger set of activities included in the entire plan.

Under the above stated premises, the Action Plan 2015-2016 feeds from the Five-Year Strategic Plan's definitions of strategic issues, goals, and courses of action. Only a smaller number of activities will be classified as deserving first or second priority depending on time, personnel and financial resources available. These are deemed of higher strategic value and more likely feasible within the shorter and mid-term of two years.

An important distinction is to be made between **Action Plan** and **Work Plan**. Action planning refers and ends with activities identified and defined as feasible under the circumstances, hopefully within given deadlines. This is as far as strategic planning would go. However when it comes to Work Plan, more and deeper specifications are needed regarding calendar, responsible implementers at all levels, funds available to conduct the activity etc. This is the job of specific

units in the organisation regarding a given activity of the strategic plan. Generally, all necessary information for the design of a work plan is only available after a given activity has been formally approved by the responsible authority, a timeframe for its undertaking has been provided, funding for activity is properly quantified, funding made available, and its disbursement commitment from the corresponding funding agency is ensured.

The Two-year Plan activities are classified as first or second priority within the two year term. While all activities would address important challenges faced by the ECN, time and resources are limited, and some prioritisation is necessary. Although all activities of the five year plan have been selected by focusing on relevant issues and challenges, the setting of priorities has been done by targeting activities which are first needed and feasible depending on environmental factors and resources availability. Finally, priority should also be given to activities prone to helping raising the profile of the Electoral Commission in the public eye as an innovative and public service oriented institution at a time of constitutional change and political uncertainty.

TABLE 2. - TWO YEAR ACTION PLAN: ACTIVITIES BY PILLARS AND GOALS WITH PRIORITY AND TIMELINE (*)

ACTIVITIES	PRIORITY	TIMELINE BY QUARTER							
		2015				2016			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
PILLAR I									
INSTITUTIONAL DEVELOPMENT OF ELECTION COMMISSION									
GOAL 1									
Institutional capacity of Election Commission is strengthened									
Seek to enhance ECN’s autonomy and independence at the operational level in the execution of its mandate, through laws, regulations and procedures. This includes management of financial and human resources and fixing of election dates (assumption: new Constitution will include it. It is not included in the Constitution at the time of drafting this document).	1	X	X	X	X				

ACTIVITIES	PRIORITY	TIMELINE BY QUARTER							
		2015				2016			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Develop growth and capacity of the Planning, Monitoring and Foreign Relations section	2	X	X	X					
Prepare planning directives to help matching specific plans and annual activities of ECN with the strategic planning	1	X	X	X	X				
Prepare integrated procedure of monitoring and evaluation (M&E) based on monitoring and evaluation procedures of National Planning Commission	1	X	X	X	X				
GOAL 3 Electoral legislation is reformed in compliance with the new Constitution									
Contribute to the reform of the electoral system and processes in case Constitution makes it necessary	1	X	X						

ACTIVITIES	PRIORITY	TIMELINE BY QUARTER							
		2015				2016			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Conduct study on the financial and operational cost/benefit of the purchase of land and construction of building in all districts (land for construction has been already allocated in 10 districts)	2				X	X	X		
Acquire support and coordination of government, local bodies and development partners for developing new infrastructure where necessary.	2	X	X	X	X	X	X	X	X
GOAL 5 The capacity of human resources of the Commission is enhanced									
Design and give Terms of Reference (TOR) to employees at all levels	1			X		X	X	X	X
Design retention policy for enhancing certainty and professionalism of the Commission (joint effort with	2			X		X	X	X	X

ACTIVITIES	PRIORITY	TIMELINE BY QUARTER							
		2015				2016			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
GOAL 7 Continuous voter registration of all eligible voters is ensured									
Formulate integrated voter registration directives	1		X						
Voter registration covers all eligible voters in country by end of 2016 (around 800,000 are registered per year, the production of voter ID cards not included)	1	X	X	X	X	X	X	X	X
Ensure that security encoded voters identity cards begin to be produced and distributed by the end of 2015	1				X	X	X	X	X
Initiate overseas registration on a pilot basis (assumption: pilot in the cities of Seoul, Kuala Lumpur, Doha and Dubai)	12		X	X					

ACTIVITIES	PRIORITY	TIMELINE BY QUARTER							
		2015				2016			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
PILLAR IV ELECTION EDUCATION AND ORGANISATIONAL OUTREACH									
GOAL 10 Voter education is improved									
Before voter education programs are conducted, some need assessment is made depending on targets addressed in different sectors of society and regions	2	X	X	X	X	X	X	X	X
Launch awareness raising campaign focusing on the exercise of political rights at the time when Constitution is promulgated	2	X							

ACTIVITIES	PRIORITY	TIMELINE BY QUARTER							
		2015				2016			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Around elections, conduct Radio and TV programs at least once a week	2	X	X	X	X	X	X	X	X
Prepare a roster of approximately 32,000 trainers for voter education	2								
GOAL 11 The Electoral Education and Information Centre (EEIC) is expanded to regional level									
Expand EEIC to the regional level	2			X	X				
Regional EEICs are staffed with human resources able to conduct voter education	2	X							

ACTIVITIES	PRIORITY	TIMELINE BY QUARTER							
		2015				2016			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
GOAL 13 Gender and Social Inclusion (GESI) at all levels of election management is ensured									
Electoral legislation reform ensures inclusion of women and minorities in the electoral system as voters, candidates and seats proportion to their ratio in the population.	1	X	X	X	X				
ECN to attempt to ensure fifty percent representation of women in the local bodies election through legal reform and capacity building	1		X	X					
Allocate staff and necessary budget for proper functioning of the gender unit.	1			X	X	X	X		

ACTIVITIES	PRIORITY	TIMELINE BY QUARTER							
		2015				2016			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
GOAL 16 Logistics management is made more efficient									
Timely assessment and confirmation of the polling locations before elections	1	X	X	X	X	X	X	X	X
Set a warehouse in all five regions	1	X	X	X	X				
Prepare specifications on quality of materials	2			X					
GOAL 17 Elections Risk Management System is Implemented									
Establish election risk management unit and procedures	1	X							

ACTIVITIES	PRIORITY	TIMELINE BY QUARTER							
		2015				2016			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Identify stakeholders related to election risk and develop methods of relationship	1	X	X	X	X	X	X	X	X

MONITORING AND EVALUATION

MONITORING AND EVALUATION

Concept

Developing a capacity for monitoring and evaluation is essential for successful implementation of planning. There is no better way to properly assess achievement on a given activity rather than following the way in which it is implemented (outcomes under given deadlines, flaws and shortcomings, etc.). Monitoring on a periodic basis helps also adapting the plan to changing circumstances and continue sticking to the proposed goals. Moreover, the establishment from the outset of clearly identifiable measurable indicators or in any case some benchmarks of performance will allow for reliable evaluation of outcome from the different activities. Measurable indicators and, in their absence, some benchmarks of performance shall be specified for all activities included in the five year planning exercise. Measurable Indicators and benchmarks of performance are specified for the whole set of activities covered in specific activities in the Five Year Strategic Plan: Specific Activities and Two-Year Action Plan.

A monitoring and evaluation committee (M&E) shall be established comprising a small group of technical staff; normally a five person committee, one person from each of the five pillars. The Committee reports directly to the Secretariat after its periodic meetings (once every three months) where the results of monitoring activities are consolidated and summarised by the committee members.

Templates are developed where measurement and assessment of performance for each activity can be recorded. Once all results are consolidated, the M&E Committee shall propose those actions which are deemed necessary to ensure that the activities keep running according to the initial or modified strategy.

Some staff members at the region and district level should be appointed as sub-national links of the M&E Committee. Agencies at

regional and district level should report to the central unit as a basic requirement for coordination for the M&E exercise to be effective.

Methodological guidelines

After all information on the state of implementation of a given activity has been collected by using indicators and benchmarks of performance as well as other monitoring and evaluation criteria (see Annex 2), an assessment will be made by the M&E Committee and the assessment is codified in a summary table on the state of implementation and quality of the work done (see Annex 2). During the M&E process, all notes and relevant documentation collected by the monitors/evaluators shall be retrieved and organised within a paper file for each activity.

TABLE 3. - MEASURABLE INDICATORS (MI) AND BENCHMARKS OF PERFORMANCE (BP) BY ACTIVITY UNDER EACH STRATEGIC PILLAR AND GOAL

Activities	Measurable Indicators (MI)	Benchmarks of Performance (BP)
<p style="text-align: center;">Pillar I INSTITUTIONAL DEVELOPMENT OF ELECTION COMMISSION</p> <p style="text-align: center;">GOAL 1 Institutional capacity of Election Commission is strengthened</p>		
<p>Seek to enhance ECN’s autonomy and independence at the operational level in the execution of its mandate, through laws, regulations and procedures. This includes management of financial and human resources and fixing of election dates (assumption: new Constitution will include it. It is not included in the Constitution at the time of drafting this document).</p>		<p>Recommendation by ECN has been made and accepted by CA</p>
<p>Adapt the ECN structure to the new Constitution where necessary</p>		<p>ECN structure adapted or left unchanged as there was no need for change</p>

Activities	Measurable Indicators (MI)	Benchmarks of Performance (BP)
Mainstream Gender and Social Inclusion in organisational policies and guidelines		GESI in all organisational policies and guidelines
Establish standards to make the decision making process of ECN easier, more transparent, participatory and accountable		Standards have been developed and enacted
Improve institutional memory mechanisms by better organising reporting, filing of documents conducting basic research on relevant topics.		<p>Organisation of reporting is improved.</p> <p>Filing system is improved.</p> <p>Applied research was conducted on topic X</p>
Goal 2 The planning process is strengthened		
Develop growth and capacity of the Planning, Monitoring and Foreign Relations Section using updated systems and techniques such as Result impact management	<p>Number of new staff recruited</p> <p>One or more specialised training</p>	

Activities	Measurable Indicators (MI)	Benchmarks of Performance (BP)
	activities are undertaken	
Prepare statistical basis to help making the planning process more realistic (including GESI and disabilities disaggregated data).		Statistical basis has been improved GESI and disable statistics were collected
Prepare planning directives to help matching specific plans and annual activities of ECN with the strategic planning		Directives are issued on this domain
Prepare integrated procedure of monitoring and evaluation (M&E) based on monitoring and evaluation procedures of the National Planning Commission		Adjust M&E methodology proposed here to that of Planning Commission
GOAL 3 Electoral legislation is reformed in compliance with the new Constitution		
Contribute to reform of the electoral system and processes in case Constitution makes it necessary		Reform is made or was found unnecessary

Activities	Measurable Indicators (MI)	Benchmarks of Performance (BP)
Prepare draft for integrated electoral legal framework, and submit for approval in parliament		Draft has been prepared and submitted
Include implementing “none of the above”(NOTA) in ballot papers and in the processes wherever required		The NOTA modality has been included
Review electoral dispute resolution (EDR) provisions and give advice to improve effectiveness		Provisions are reviewed
<p style="text-align: center;">Pillar II Organisation and Capacity Building</p> <p style="text-align: center;">GOAL 4 The physical infrastructure of district election offices is improved</p>		
Conduct study on the financial and operational cost/benefit of the purchase of land and construction of building in all districts (land for construction has been already allocated in 10 districts).		Feasibility study is conducted

Activities	Measurable Indicators (MI)	Benchmarks of Performance (BP)
Acquire new plots of land, construct and improve wherever necessary	Number of plots acquired in number of district	
Acquire support and coordination of government, local bodies and development partners for developing new infrastructure wherever necessary		A decision has been made concerning development of given infrastructure Coordination of support from other partners is looked for successfully
Fix design and structure of given district offices according the geographical diversity, shape of the land, and number of electoral constituencies	Number of District offices which have been redesigned or restructured	
GOAL 5 The capacity of human resources is enhanced		
Design and give Terms of Reference (TOR) to employees at all levels	Number of ECN Sections where TOR have been designed and given to employees of all levels	

Activities	Measurable Indicators (MI)	Benchmarks of Performance (BP)
Design retention policy for enhancing certainty and professionalism of the Commission (joint effort with Civil Service Commission and Ministry of General Administration).		A retention policy dis designed and discussion started with other authorities
Review and implement the employee code of conduct by formation of a Grievance Committee, so as sensitive issues such as sexual and work harassment are covered.		The Code of Conduct is reviewed Sensitive issues are covered
Provide at least one training experience to every staff of the Commission per year either national or international	Number of staff at every level of organisation getting one annual training	
Provide international training opportunities and study/exposure tours for relevant staff focusing on cutting edge electoral reform issues such as Gender and Inclusion, Electoral Dispute Resolution, electronic results transmission, Out of Country voting, Media Monitoring, Security Risk mitigation, GIS mapping etc.	Number of international workshops organised. Number of study tours organised.	

Activities	Measurable Indicators (MI)	Benchmarks of Performance (BP)
Provide incentives boosting the morale of the staff such as promotions, prizes, medals, "best employee of the year" etc.		Some new incentives are designed and set in motion
Use transparent criteria for the selection process to participate in activities abroad ensuring that GESI is considered		Specific measures on transparency have been taken and made known to the staff GESI is considered
Improve on internal communication within ECN and the Secretariat at all levels including district election offices for enhancing the capacity of human resources.	Number of offices at HQ covered by O&M survey Number of District Offices covered by O&M survey	
Organise inter-district visits for exchange of experience	Number of inter-district visits organised	
Incorporate the results of R&D activities, studies conducted by the ECN through its various Committees, EEIC and SAIDES into the functioning of the ECN		Recommendations and findings incorporated in functioning of ECN

Activities	Measurable Indicators (MI)	Benchmarks of Performance (BP)
<p align="center">GOAL 6</p> <p align="center">Communication with media is strengthened</p>		
<p>Provide capacity development workshops for journalists covering the Election Commissions and elections</p>	<p>Number of workshops conducted in Kathmandu</p> <p>Number of workshops conducted outside Kathmandu</p>	
<p>Develop a Manual on how to run an efficient Press office for an EMB which can be used regionally in South Asia</p>		<p>Manual is developed</p>
<p>Set up Media Monitoring System as a reliable tool based on content analysis methodologies for better informed decision-making of the ECN and improved engagement with the media. Develop a manual for the media monitoring for EMBs which can be used regionally in South Asia.</p>		<p>This service is either created by ECN or outsourced from a private firm</p>

Activities	Measurable Indicators (MI)	Benchmarks of Performance (BP)
Develop a media handbook for journalists on election concepts and reporting, which might also be used regionally in South Asia.		A specialised international consultant is hired to support this activity
<p style="text-align: center;">Pillar III Registration and Election Technology</p> <p style="text-align: center;">Goal 7 Continuous voter registration of all eligible voters is ensured</p>		
Formulate integrated voter registration directives		Directives are formulated
Voter registration covers eligible voters in country by end of 2016 (around 800,000 per year are registered, production of voter ID cards not included)	Number of new eligible voters registered	
Ensure that security encoded voters identity cards begin to be produced and distributed by the end of 2015	Number of ID produced and distributed	
Initiate overseas registration as a pilot in some cities with a concentration of Nepalese also considering factors related to the ease of		Name of cities where pilot was conducted

Activities	Measurable Indicators (MI)	Benchmarks of Performance (BP)
registration (assumption: pilot in the cities of Seoul, Kuala Lumpur, Doha and Dubai)		
GOAL 8 Political party registration is more efficiently regulated and managed		
Make political party registration mandatory and conduct regular updates at the district level.		Necessary regulation is issued
Implement computerisation of the documents for party registration		Documents are computerised
Provide scientific checking of support signatures at party registration		A scientific mechanism is established
GOAL 9 Election management enhanced using information technology		
Use EVM progressively setting targets for each election (assumption: target 5000 EVM per election until coverage is completed)	Number of polling stations where EVMs are used	

Activities	Measurable Indicators (MI)	Benchmarks of Performance (BP)
Establish high speed data connectivity between Commission and district offices		High speed data connectivity is established
Establish office automation based on the concept of paperless office	Number of sections where the process is started	
All relevant staff to have access to intranet, official email and video conferences	Approximate number of people having access to these technologies	
Conduct feasibility study on internet voting and SMS voting		Feasibility study is conducted
<p style="text-align: center;">Pillar IV Electoral Education and Organisational Outreach</p> <p style="text-align: center;">GOAL 10 Voter education is improved</p>		
Before voter education programs are conducted, some need assessment is made depending on targets addressed in different sectors of society and regions		A need assessment exercise is conducted before launching main educational programs

Activities	Measurable Indicators (MI)	Benchmarks of Performance (BP)
Launch awareness raising campaign focused on the exercise of political rights at time when Constitution is promulgated		A campaign is launched
Around elections, conduct Radio and TV programs at least once a week	Number of Radio and TV programs conducted during electoral period	
Around elections, conduct mock elections as an educational tool	Number of mock elections exercises conducted in Kathmandu Number of mock elections exercises conducted in districts	
Prepare a roster of approximately 32,000 trainers for voter education	Number of trainers recruited Number of trainers actually trained	

Activities	Measurable Indicators (MI)	Benchmarks of Performance (BP)
Make attempt to include voter education as a topic in the secondary school curriculum		Preparatory and lobbying activities are done to make changing the curricula
Conduct voter education through cultural programs and mobile camps in all districts with distribution of election materials	<p>Number of district where mobile camps have functioned</p> <p>Number of districts where educational materials have been distributed</p>	
<p align="center">GOAL 11</p> <p>The Electoral Education and Information Centre (EEIC) is expanded to regional level</p>		
Expand EEIC to regional level		EEIC is moving forward towards the goal (stage of performance)
Regional EEICs are staffed with human resources able to conduct voter education	Number of staff engaged in voter education	

Activities	Measurable Indicators (MI)	Benchmarks of Performance (BP)
Regional EEICs use mobile kits for voter education purposes	Number of EEICs using mobile vans	
Develop electoral libraries at regional EEICs	Number of EEICs where a library has been created	
Carry out election-related training in coordination with programs of other agencies	Number of programs designed and conducted in coordination with other agencies	
Conduct annual exchange programs for sharing experience on election education at SAARC level (assumption: one program in Nepal)	Number of exchange programs conducted per year	
Goal 12 South Asian Institute of Democracy and Electoral Studies (SAIDES) is established		
An Electoral Research Institute is created aiming at research activities in the South Asian region as endorsed by the		The Centre is established

Activities	Measurable Indicators (MI)	Benchmarks of Performance (BP)
Article 3 of the Resolution passed during the fifth meeting of FEMBoSA		
GOAL 13 Gender and Social Inclusion (GESI) at all levels of election management is ensured		
Electoral legislation reform ensures full inclusion of women and social minorities in the electoral system both as voters and candidates	<p>Number of women newly registered as voters</p> <p>Number of women candidates for parliament</p> <p>Number of individuals from minorities registered as candidates</p>	
ECN to attempt to ensure fifty percent representation of women in the local bodies election through legal reform and capacity building	Number of women candidates for local bodies	

Activities	Measurable Indicators (MI)	Benchmarks of Performance (BP)
<p>Make the ECN more gender inclusive by doubling the number of women staff at all levels</p>	<p>Number of women newly recruited at the directive level</p> <p>Number of women newly recruited at the technical level</p> <p>Number of women newly recruited at the office support level</p>	
<p>Allocate staff and necessary budget for the proper functioning of the gender unit.</p>	<p>Number and category of personnel assigned to the gender unit.</p> <p>Budget allocated for activities of the unit</p>	
<p>Enhance political representation of women, Dalit, Janajati, Madhesi and other communities.</p>		<p>Relevant legislation and secondary regulations are reviewed and made adequate if necessary</p>

Activities	Measurable Indicators (MI)	Benchmarks of Performance (BP)
Enhance participation of people with disabilities in the electoral process by removing regulatory obstacles if any		Relevant legislation and secondary regulations are reviewed and made adequate if necessary
Conduct voter education programs targeting specific women groups in all districts (e.g. Mothers 'Group, Ward Citizen Forum, Women Cooperatives etc.)	<p>Number of districts where some of this type of programs has been conducted</p> <p>Total number of programs for these target groups conducted in the country</p>	
Establish a position for women to work in voter education in all district offices	Number of district where such a position is created and staffed	
Coordinate with relevant ministries and line agencies to include voter education as a topic in informal education curricula targeting adult women.	Number of district where the inclusion of this topic has been done	

Activities	Measurable Indicators (MI)	Benchmarks of Performance (BP)
Assign the equivalent of 20 percent of the ECN budget for gender equality and social inclusion programs	Percentage assigned to gender equality and social inclusion programs	
GOAL 14 Coordination and partnership with electoral stakeholders, mainly political parties and candidates is strengthened		
Hold regular information exchange meetings with stakeholders at least twice a year both at central and district level (more frequently at election times)	<p>Number of districts where several information exchange meetings were held</p> <p>Number of information exchange meetings held at the central level</p>	
Establish a mechanisms for regular consultations and interaction with political parties (e.g. party liaison committee)		A given mechanism (e.g. committee, periodic consultation meeting) is set

Activities	Measurable Indicators (MI)	Benchmarks of Performance (BP)
Seek advice from experts and SAIDES on sectorial development and electoral reform as per the need		Expert advice has been looked for
Conduct feasibility study of campaign finance by the state		Feasibility study is conducted
Pillar V Logistic management and electoral operations Goal 15 Electoral operations are made user friendly to both voters and electoral officers		
Contribute to regulate on out of country voting and alternative voting		ECN lobbies and assist for this regulation to be enacted by the competent authority (legislature)
Innovate management of election result transmission by using IT technology		A system of quick result transmission is set by the ECN or outsourced
Standardise polling locations with similar arrangement of polling centres.	Number of polling centres where the organisation of	

Activities	Measurable Indicators (MI)	Benchmarks of Performance (BP)
	polling is set similarly	
Prepare roster of election officers, polling officers and assistant polling officers making sure that GESI segments are clearly identified	<p>Number on each of the three categories of officers who have already been enlisted in the roster</p> <p>Number on each of the three categories of officers who are women</p> <p>Number on each of the three categories of officers from minority and disadvantaged groups</p>	
Have Braille script in ballot papers (assumptions: progressive target of 100,000 ballot papers per election)	Number of Polling stations where Braille script is used	

Activities	Measurable Indicators (MI)	Benchmarks of Performance (BP)
Assign at least one person per polling location to assist the voting of the disabled through guidance to the polling center, help at marking in secrecy compartment and/or ballot box, etc.	Number of polling centres where such a person has been assigned	
Set gradually disabled-friendly infrastructure for the access to polling locations (assumption: target 1,000 polling locations per elections)	Number of polling centres where disable infrastructure (mainly access) is set	
GOAL 16 Logistics management is made more efficient		
Timely assess and confirm the polling locations before elections	Number of polling locations assessed	
Set a warehouse in the all five regions		Warehouses are set
Prepare specifications on quality of materials		Specifications are designed and properly distributed

Activities	Measurable Indicators (MI)	Benchmarks of Performance (BP)
Formulate policy on the re-use of non-sensitive electoral materials		Policy is formulated and enacted
Review procedures for the procurement of election materials		Procedures are formulated and enacted
Conduct feasibility study on electronic voter identification system at the polling centres		Feasibility study is conducted
GOAL 17 Elections risk management system is implemented		
Establish election risk management unit and procedures		<p>A management unit is established.</p> <p>Procedures are formulated.</p> <p>The unit is properly staffed.</p> <p>The unit has been allocated a budget</p>
Strengthening the role and scope of security committees at all levels (widening the concept including security of voters and candidates- especially women-, ballot box,		The composition and task framework of these committed is reviewed according to a comprehensive

Activities	Measurable Indicators (MI)	Benchmarks of Performance (BP)
ballot papers and other sensitive materials).		concept of elector security
Provide risk management training to staff of Headquarters and District staff	<p>Number of training workshop held at HQ</p> <p>Number of districts where a training workshop has been held</p>	
Before elections, security forces are briefed on election related issues	<p>Number of briefing meetings held with HQ authorities</p> <p>Number of district where briefing meetings were held</p>	
Develop and use in an effective manner a tracking system in elections operations (including not only vehicles movements, but also ballot boxes, ballot papers and other sensitive materials both at the		A tracking system is developed

Activities	Measurable Indicators (MI)	Benchmarks of Performance (BP)
distribution and retrieval operations)		
Identify stakeholders related to election risk and develop methods of relationship	<p>Number of stakeholders identified at the central level</p> <p>Number of districts where activity to identify relevant stakeholders are undertaken</p>	

Annex

Annex

Annex-1

Election Commission Strategic Plan (2009-2013) Review

(Unofficial Translation)

1. Background:

Election commission developed its five year strategic plan in 2009-2013. During this period it achieved in developing institutional capacity including policy framing, law enactment, management and electoral processes. ECN has enhanced its reputation at the national and international level. In the implementation phase of strategic plan, the commission prepared many activities for election and successfully conducted the second Constituent Assembly Elections. In coordination under Joint Secretary, Suresh Adhikari, a committee was formed for the review of the Commission's strategic plan 2009 on 26 December 2013.

2. Task force committee

Suresh Adhikari, Joint Secretary, ECN - Coordinator
Eak Narayan Sharma, Under Secretary, ECN - Member
Laxmi Devi Humagain, Under Secretary, ECN- Member
Khem Raj Gyawali, Deputy Attorney, ECN - Member
Krishna Chandra Neupane, UNDP/ESP- Member
Deepak Kumar Thapa, Section Officer, ECN - Member Secretary

Committee was given 10 days to submit the report.

3. Committee methods for review

During the review of the strategic plan 2009, it reviewed whether the objectives and goal was achieved or not. Therefore, a tabulation was formed in accordance with activities. The

progress and the achievements information was collected from heads of different sections and divisions.

The committee rated excellent, good and not completed and not done for different activities.

4. Status of Progress

Whilst analysing the strategic plan 2009, it was found out that 51 activities 21 were excellent (41.17%), 19 were good (37.25%), 4 were not completed and (7.84%) and 7 were not done (13.72%). If it were add up the percentage of excellent and good then the commission achieved 78.42% in its implementation of the plan.

As the commission's mission was to conduct elections in a free, impartial and credible manner, it conducted the free and fair CA elections 2070 with skilled management. This was proved by national and international observers, monitoring teams, media and general public.

5. Activities and achievements

S.N.	Strategic plan objectives	Achievements	Ratings
1	To provide suggestions in the constitution making process on election from national and international experiences	Provided suggestions to CA with national and international experience.	Good
2	Improve election law and organizational structure within 2011 for establishing making commission competent, for conducting free and fair elections	Developed CA Members Election Ordinance, 2070 and rules, 2070. Voter list rules, 2068 and minor amendments in political party registration rules 2063 (for elections). Additionally, improved administrative organizational structure by conducting O&M survey, Resource center in five development regions, information technology management division and under the division information system management section and information technology operation section were formed. Including arrangements for law section, statistics and survey section and electoral education and information center.	Excellent
3	Integrated development of law in relation to election and election management	Ordinance developed after amendments and integrated law related to political parties and submitted to Home Ministry. Election related law are amended and integrated for drafting	Not completed
4	Within 2011, distance for voters to reach polling centers reduced to 5 kms.	Most of the polling centers within 5 kms range for the voters however, only 11.09% polling centers were more than 5 kms.	Good

5	Voting process to be reduced to 3 mins for each voter	Reduced to 3 mins. From the survey conducted in 15 districts 1 minute and 50 seconds minimum and 2 mins and 43 seconds maximum for a voter to vote.	Excellent
6	Voting through Electronic Voting Machine	Not technically feasible for 122 political parties symbols in the EVM and machine not available.	Not done
7	As a test phase to include brail ballot paper in 5 constituencies.	A brochure for brail paper developed and implemented in election.	Not done
8	As feasible geographically, one polling center in each constituency to have disabled friendly infrastructure.	49 polling centers in 15 districts provided facility for disabled friendly infrastructure.	good
9	Mobile voting in hospitals having more than 100 beds and in old age orphans having 25 and above persons.	No mobile voting. Old orphans in more than 50 people established a temporary voting facility.	Good
10	Inclusive election management and priority to local level participants.	120 polling center facilitated by women. Women included in voter education. And women in all polling centers for putting indelible ink.	good
11	Feasible study of pre voting and absent voting	Feasible study completed in south Korea, the Philippines and Thailand under the coordination of Hon. Commissioner.	excellent
12	Pre-requisite for voter ID with photo for voting	Voting in CA election 2013 according to the voter ID card with photo.	excellent

13	Feasibility Study for temporary voters in national and abroad	Study conducted for out of country voting but not nationally.	Not completed
14	To develop conducive mechanism for monitoring election financing by the political parties and candidates and make implementation mechanism effective.	Committee formed under the commissioner for the code of conduct monitoring and provision made for election officer to monitor their respective constituency.	good
15	Formation of effective coordination development for increasing the quality of election observation.	To increase the quality of observation, observation policy, code of conduct and procedures developed. Qualification, experience developed for observation, committee formed under the commissioner. Observation unit and resource center	Excellent
16	Voter registration collection and updated at local level.	Not done from local level.	Not done
17	To start voter list registration with photograph.	Voter registration with photo graphs completed and conducted with provision in the CA elections.	excellent
18	Clean voter registration data to be above 95%.	It was above 95%	excellent
19	Update voter list regularly even during non-election period, and to close 75 days before election day.	Registration update continued throughout the year and in the CA election, 75 days before the election day was closed for registering in the list.	excellent

20	Voter education program to reach 95% of the voters including during no-election period.	Target crossed beyond 95% and implemented through television, radio, newspapers, tele-drama, posters, street drama.	excellent
21	To implement voter education in 17 languages and in sign languages.	Completed in 28 languages and sign languages.	excellent
22	2/3 voters participation in voting.	In ca election 2013, 78.3% in FPTP and 79.872 in PR. More than what was expected.	excellent
23	Election management training provided to commission and its staffs.	Training provided to commission and its staffs on administration, election related information and technology.	excellent
24	10% staffs of the election commission to be provided training at national and international level every year on election management.	National training provided to all, training at the international level, it was less than 10%.	Good
25	20 percent of the budget from salary to be separate for training.	Not completed as per the target.	Not done
26	Feasible Study to form a core team for election management.	Formation of core team for election management studied.	Not completed
27	As a test phase commission to appoint 200 for voting management at the polling centers.	Not done according to the target	Not done

28	Voter list collection to production at the local level	Voter registration at the local level but production and management at central level.	good
29	Election preparation to limit to 90 days	In the law it states 120 days for the preparation of election however, commission enhanced its capacity to complete the preparation in 90 days.	good
30	Except for sensitive materials, non-sensitive materials to be available at district offices	out of 67 items only 12 items procured from district offices.	good
31	District office to be set up polling location and delimitation of polling centers.	. Included the DEO to delimit the polling centers. Center played the crucial role. 49 polling centers had disabled friendly infrastructure.	good
32	Policy for the district offices to management election from their offices.	Voter list, distribution of ID cards, election materials procurement, voter education activities started	good
33	GIS of detail polling center to be provided to commission and districts	GIS system with polling geographically center started and used in the CA elections	good
34	Access IT to all staffs as part of election management	Access to all staffs. Developed capacity in IT and equipment provided.	excellent
35	ICT network establish within the commission and its offices	Networking with all DEOS and central level. Due to this reason, easy for election related administration.	excellent

36	At commission and its offices to establish information management system.	MIS not implemented	Not done
37	Election related information to be kept in the websites	Online information provided	excellent
38	Replacing current voter registration to new bio-metric registration system	Bio-metric Voter registration with photo collected and updated.	excellent
39	Election resource center establish strategic locations	Establish election resource center at five development regions and commission.	Good
40	Establish warehouse and office building at strategic locations	Land acquired for 10 district election offices.	good
41	Land acquire in 10 districts at local offices	Land acquired for 10 district election offices.	excellent
42	Regular interaction with stakeholders at the central and local level. Establish permanent coordination committee at both the levels.	Organized interaction program at central and local level. At central level, under the coordination of Hon. Commissioner different committees like security, information education, code of conduct monitoring, media monitoring. At district level, election mobilization committee formed and held different interaction program with concern groups.	excellent
43	Operation of library at EEIC	EEIC established and operation	Excellent

44	Coordinate with political parties for their strengthening institution.	Not been able to do	Not done
45	Study and analysis of the impact from Voter participation, voter education, election financing, code of conduct and training, election observation, election management in the CA election	Hired experts for research and analysis	Not completed
46	Research facility to be made available at the election information center	Available at EEIC	Good
47	Developed a list of election main activities through study from different sources	list of activities like Voters participation, electoral education, voting process	Good
48	Publish quarterly journal having all the commission's activities	Regularly published	Excellent
49	Monitoring and evaluation system including indicators to be developed.	Indicators developed e.g. voter registration indicators, voter education indicators, training programs indicators	Good
50	Implement monitoring and evaluation system that was developed	System in place for indicators for evaluation for implementation of activities	Good
51	Mid-term and final evaluation of the strategic plan	Mid-term evaluation completed. Final evaluation is done through this report	excellent

6. Conclusion

Strategic Plan 2009-2013 implemented by Election Commission is effective. Out of 51 targets through the plan 21 were outstanding, 19 were good therefore in totality the evaluation of the plan is effective. Nevertheless, there are few targets that was not completed and up to the mark there are still areas to improve in the implementation and should be included in the next five year plan of the commission.

Annex 2: Identification of stakeholders

- 1) Political parties and independent candidates
 - a) Political parties registered with the Commission
 - b) Political parties participating in the election
 - c) Political parties' candidates
 - d) Independent candidates

- 2) Voters
 - a) Voters who have their names include in electoral rolls
 - b) Legislature/Parliament

- 3) Legislature-Parliament
 - a) Subject-wise Parliamentary committees

- 4) Judiciary and Election Court
 - a) Supreme Court
 - b) Appellate Courts
 - c) District Courts
 - d) Judicial Service Commission
 - e) Judicial Council
 - f) Office of the Attorney General
 - g) Election Court (Constituent Assembly Court and other designated election courts)

- 5) Governance /Administrative machinery
 - a) Ministers, Secretariats and Commission of the Government of Nepal
 - b) Public corporations
 - c) Local Bodies
 - d) Development Boards

- 6) Security body
 - a) Security liaison ministries (Home and Defense)
 - b) Nepal Army
 - c) Armed Police Force
 - d) Civil Police
 - e) Central Bureau of Investigation

- 7) Government Employees and teachers
 - a) Employees of the Government of Nepal, Development Boards, Public Corporations and Local Bodies
 - b) Community School Teachers
 - c) University Teachers

- 8) Local Bodies
 - a) Village Development Committees
 - b) Municipalities
 - c) District Development Committees

- 9) Election Experts and Technical Experts
 - a) National and International experts in electoral system and procedures
 - b) Experts who prepare sample ballot papers
 - c) Experts on the use of electric voting machine
 - d) Experts involved in the operation of other technology

- 10) Media
 - a) Private sector mass media(electronic and printing)
 - b) Government media(electronic and printing)
 - c) Media workers
 - d) Media houses

- 11) Civil society
 - a) Professional organisations
 - b) Organisations involved in the field of civic concern
 - c) Civil Society leaders

- 12) Human rights related bodies
 - a) National Human Rights Commission
 - b) Organisations involved in the filed of human rights

- 13) Community-based and non-governmental social organisations
 - a) Community- based social organisations throughout the country (women, mother Groups, children, farmers groups, and others)
 - b) Leaders of various fields in the society

- 14) Neighboring countries and international non-governmental organisations
 - a) Neighboring countries
 - b) International donor agencies (bilateral, multilateral international bodies and international non-governmental organisations)

- 15) Observers (National and International)
 - a) National and international observation organisations accredited for election observation
 - b) International observers invited by the Commission
 - c) National and international observation organisations involved in the observation of past elections

- 16) School management committees
 - a) Community school management committees
 - b) Professional organisations

c) Employees, teachers, professors, media workers, law practitioners and others.

Annex 3. - SWOT analysis by ECN pillar of activity

1. Institutional Development (The SWOT for this particular pillar as mentioned under the heading organisation assessment through SWOT analysis)

2. Organisation and Capacity Building

Strategic Issues	Strength	Weakness	Opportunity	Threat
Land acquisition	<p>Government or private land acquired free of cost in some district.</p> <p>Necessary initiation and promotion was made from the office and headquarters for acquiring land.</p> <p>Local community continuous effort to provide land to the office</p>	<p>Lack of initiation and coordination to acquire land in some districts</p> <p>Land not available in appropriate location</p> <p>Search for land focused only in the district headquarters</p>	<p>Partner organisations and stakeholders are positive</p> <p>People's trust towards EMB and its credibility has been increased</p> <p>Belief to have Autonomous EMB has developed worldwide</p>	<p>Lack of land in the district headquarters</p> <p>Too expensive land</p> <p>Lack of budget to purchase land</p> <p>Lack of priority from the recommending mechanism</p>

Strategic Issues	Strength	Weakness	Opportunity	Threat
<p>Office building and construction</p>	<p>Office buildings were constructed in Kaski, Kailali, Chitwan, Palpa, Biratnagar and Jhapa.</p> <p>Budget was received for the construction of building, garage and walls in some districts</p>	<p>Provision of approval of the design or map of the building from the central level only</p> <p>No monitoring of the quality of the building construction from the central level</p> <p>Concept was not developed to build residential building.</p>	<p>Concern of DEO to construct building</p> <p>Land acquirement in some districts, building construction and compound</p> <p>Inclusion in the budget and program</p>	<p>Construction on time</p> <p>Budget on time</p> <p>Obstruction from the contractor</p> <p>Process of Public Procurement Act and Regulation</p>

Strategic Issues	Strength	Weakness	Opportunity	Threat
Structure and Shape of the Office	<p>Finalisation of structure and shape of the office from the central level</p> <p>Disabled-friendly, women friendly and client friendly structure</p> <p>Own identity, uniformity and dignity</p>	<p>Design of the structure and shape by the centre (difficult to address the specific local needs)</p>	<p>Layout and structure can be received as per the need</p> <p>Budget was not sufficient for furnishing</p>	<p>No match between the shape of the land and design</p> <p>Affected by the number of clients and geographical difficulties</p> <p>Change in method, technology as per the need of the time</p>

Strategic Issues	Strength	Weakness	Opportunity	Threat
Regional (Provincial Federal Commission) Warehouse	<p>Easy to store and manage huge/many materials</p> <p>Easy to distribute materials in the concerned area safely</p> <p>Saving of time and cost of material delivery from the central level</p> <p>There would be less economic burden if it has own store (Warehouse</p>	<p>No warehouse of own in all places</p> <p>The existing warehouse are also not appropriate and secured</p>	<p>It is realized that there is a need of security of physical materials and ease to distribute them</p> <p>Increase of concern of the stakeholders</p>	<p>No match between structure of the land and its design</p> <p>Difficult to presume organisational structure</p> <p>No management of budget for the construction</p> <p>Affected due to the geographical difficulties (like material transportation from Kaski to Arghakhachi)</p>

Strategic Issues	Strength	Weakness	Opportunity	Threat
				Uncertainty in the concept of regionalism from the political level.

Strategic Issues	Strength	Weakness	Opportunity	Threat
Policy and Standard	Management of certain quota from government level and the development partners for training, study and field observation	Lack of equal opportunity and access Lack of need based training assessment	Many numbers of interested employees New principles and technologies Adoption of good practices	Regular change in existing provision
Training and Capacity Building	Capacity development and quality development in work performance of employees Knowledge of new technologies Training policy of 2058 BS (2001 AD) Providing training to all staff, providing 20 percent of salary in training (first strategic plan)	Unclear policy and standard in selection process	Support from the government and development partners	Insufficient of appropriate policies with the Commission Method and technology of training Lack of government priority

Strategic Issues	Strength	Weakness	Opportunity	Threat
Study, Investigation and Monitoring	Provided with national and international study observation visit	Lack of clear standard on study and observation Lack of investigation	Office bearers and employees of the commission have been going abroad to observe elections	Possibility of insufficient of financial resources
Promotion and will power (financial and non-financial, psychological motivation)	Election allowances, food and snacks expenses Study observation Rewards and prizes	Problems in equal distribution of opportunity (equity and equality) No standard in allowance distribution	Different study observation training can be conducted	No priority of the government
Stability of the employees and institutional memory	Provision for mobilisation of the employees of the government of Nepal and teachers Provision to transfer employees from other offices	No provision of retention Employees compelled to search for lucrative offices and opportunity for professional growth	Provision of incentive They can be sent to study and for straining in abroad	Low motivation

Strategic Issues	Strength	Weakness	Opportunity	Threat
Evaluation system relating to Promotion or motivation (with indicator)	<p>Easy to implement penalty and reward system</p> <p>Objective evaluation of works</p> <p>Maximum level of work performance</p>	<p>Lack of objective indicator for motivation</p>	<p>Stability and technology-savvy employees</p> <p>International provision of work details</p>	<p>Difficult to form indicator that matches with the nature of work</p>
Work details	<p>Providing work details or (TOR) while giving appointment</p> <p>Removal of ambiguity of work and increasing responsibility</p>	<p>No management of work detail with indicator and standard</p> <p>No work detail of all employees</p>	<p>Provision of Public Service Act/bases for promotion</p> <p>Bases of proper working environment</p> <p>Considered as an important organ of the overall development planning</p>	

Strategic Issues	Strength	Weakness	Opportunity	Threat
Work performance	<p>Increase in quality of works</p> <p>Increase in service delivery</p> <p>Provision in Public Service Act/international practice</p>	<p>Standard in work performance</p>	<p>It can be developed as learning organisation</p>	<p>Working environment</p> <p>Geography</p>
Complaint management	<p>Increase in works, relation building, clear in works, co-operation, participation, identification of the weakness</p>	<p>No measurement process of policy, mechanism and risk</p> <p>Lack of effective management</p>	<p>Provision in public service act of promotion</p>	<p>Acceptance of decision by all</p> <p>Information and statistics</p>
Human Resource Development Plan	<p>Capacity development of the employees and personality development</p>	<p>No preparation of human resource development plan</p>	<p>Considered as an important part of overall development plan</p>	<p>Diversity management</p> <p>Retention</p>

Strategic Issues	Strength	Weakness	Opportunity	Threat
Organisational behaviour	<p>Improvement in coordination, contact and co-operation</p> <p>Increase in feeling of team work, organisational capacity, increase in the competitive capacity of the organisation</p> <p>Promotion of transparency, accountability and responsibility</p>	Lack of coordination, team work and organisational culture	Recognition as separate important discipline at the internal level	<p>Norms and values</p> <p>Working environment</p> <p>Politicisation</p>

Strategic Issues	Strength	Weakness	Opportunity	Threat
<p>Internal and external information flow Horizontal/vertical</p>	<p>Easy access and access of all on information flow and receiving of the information</p>	<p>Lack of directives on the flow of information</p> <p>No systematic management of internal information system</p>	<p>Right to information (Constitution, Act)</p> <p>Management of information commission</p> <p>Appointment of information officer</p> <p>Having Coordination section in the Commission</p> <p>Having website of the commission</p>	<p>Geographical distance</p> <p>Technology</p> <p>Affection towards status quo</p>

3. Registration and Electoral Technology

Strategic Issues	Strength	Weakness	Opportunity	Threats
Voters' Registration and Identity	<p>Easy registration process</p> <p>Having wide electronic database of the citizens of the nation</p> <p>Updated voters' roll with photograph</p> <p>Development of efficient, capable, competitive human resources</p> <p>Sufficient hardware and software</p> <p>Distribution of the voters' identity cards</p> <p>Effective management of election because of the issuance of the ID card</p>	<p>Insufficiency of the staff for registration</p> <p>Complex migration process</p> <p>Names of the target groups (landless people, Muslims, Dalits, Madhesi women and backward community) were not registered</p> <p>In sufficient electoral education for the target group</p> <p>No registration of the voters residing in foreign countries</p> <p>Lack of law related to privacy of personal details</p>	<p>Registration process could be made easy with the coordination with the District Administration Office</p> <p>It could be one base to tie up with the personal incident registration record</p> <p>Using new technology</p> <p>Could be used as national ID</p>	<p>Registration of all individuals who get citizenship certificates daily from the District Administration Office</p> <p>Control and improvement in double registration</p> <p>Registering the names of the target groups sufficiently</p> <p>Publishing updated voters' roll annually</p> <p>Management and storage of registration form</p> <p>Identification, collection of names and</p>

Strategic Issues	Strength	Weakness	Opportunity	Threats
	Increase in cooperation and cooperation between district level government agencies (including mobile team)			management of the citizens living abroad Attracting voters for registration
Registration of Political Parties and their regulation	Laws and Acts related to registration of political parties	Lack of record system of the political parties Maximum numbers of the signature required for the registration of the political parties		Updating and management of the record of the political parties Regulating the political parties
Electoral system and information system	Establishment of the information technology division Building of the physical infrastructure of the IT Development of the human resources in the technical field Successful use of EVM	Lack of proper utilisation of the available equipment Lack of proper policy for Data Security and Privacy Lack of retaining the human resources as institutional memory and	Identification of voters could be systematized through the medium of biometric technology Voters residing in foreign nations could be registered through the use of technology	Adopting the rapid changes made in the technology as per the need of the time Regular supply of the electricity for the use of Information Technology Preparing proper plan to retain efficient staffs

Strategic Issues	Strength	Weakness	Opportunity	Threats
	Viable database prepared	systematizing the record system	Technology advancement	

4. Electoral Education and Organisational Outreach

Strategic Issue	Strength	Weakness	Opportunity	Threats
Voter education and information	<p>Sufficient diversity in the materials of voters' education in terms of regional and local level languages,</p> <p>Mobilisation of proper mechanism and human resource development at the local level for election and voters' education,</p> <p>Local community organisation were also active in Voters' Education</p> <p>Community targeted programs launched</p> <p>Production of voters' education material considering gender and</p>	<p>Lack of continuity to the voters' education</p> <p>Lack of effective voters' education campaign by preparing materials on geographic and linguistic diversity</p> <p>Lack of capacity development and stability of the voters' education workers</p> <p>Voters' education is not political parties, candidates and stakeholders friendly</p> <p>Lack of timely preparation and availability of the voters' education materials</p> <p>Lack of continuity of the trained human resources</p>	<p>Awareness of local language and culture</p>	<p>Decentralization of voters' education program,</p> <p>Reaching to the target group</p> <p>Retaining the credibility gained by the Commission</p> <p>Extension of the campaign by specialising them in line with religious, cultural, social, linguistic and geographical situation,</p> <p>Development of efficient human resources and infrastructure as per</p>

Strategic Issue	Strength	Weakness	Opportunity	Threats
	<p>inclusion and diversity in distribution</p> <p>Decrease in invalid votes</p>	<p>Lack of development of voters' education as school education and citizens' education</p>		<p>the change in technology,</p> <p>Giving continuity to the program</p> <p>Policy implementation and maintain its sustainability</p> <p>Identification of voters' education materials as per the need of the geography and society</p> <p>Development of efficient human resources for the preparation of the materials in different languages</p>

Strategic Issue	Strength	Weakness	Opportunity	Threats
Electoral Education and Information Centres strengthening and expansion	<p>Educational institutions and stakeholders were benefited with the establishment of the Election Education and Information Centre</p> <p>Establishment of information Centre and Call Centre</p>	<p>Lack of clear structure of the Election Education and Information Centre</p> <p>Lack of extension of the jurisdiction of the election education and information Centre at the local level</p>	<p>Establishment of SAARC level election education and information Centre</p> <p>Infrastructure development for the management of knowledge</p>	<p>Development of the SAARC level election study centre (getting recognition among the members of the SAARC nations and management of resources, means and human resources)</p>
Gender and social inclusion	<p>Preparation of gender and inclusion policy and gender unit</p>	<p>Election process is not gender and disabled-people friendly,</p> <p>Lack of implementation of gender and inclusion policy</p>	<p>Social and gender inclusion</p>	<p>Increasing women participation</p> <p>Maintaining gender equality and inclusion</p>

Strategic Issue	Strength	Weakness	Opportunity	Threats
Relationship with stakeholders	<p>Regular interactions were held with the stakeholders at central, regional and district level,</p> <p>Prior observation orientations were organized for observers</p> <p>Cooperation and partnership with different development partner organisations for voters' education</p> <p>Trainings were conducted for different stakeholders of the election on election management as per the need,</p>	<p>Lack of effective and regular interaction and coordination with the stakeholders of the election</p>	<p>Increased concern of common stakeholders</p> <p>Partnership with the development organisations and coordination and mobilisation</p>	<p>Making identification of the stakeholders, coordination and cooperation effective</p> <p>Extending the capacity and access of the target group</p>

Strategic Issue	Strength	Weakness	Opportunity	Threats
Media Monitoring Communication	<p>Preparation of code of conduct for media and implementation</p> <p>Monitored media houses by managing physical infrastructure and human resources</p>	<p>Lack of management of the internal and external communication process of the election commission as per the need of the time</p>	<p>Involvement of mass communication and their mobilisation</p>	<p>Holding effective internal and external media communications and coordination,</p> <p>Effective monitoring of the media</p>

Strategic Issue	Strength	Weakness	Opportunity	Threats
Library and Archive Management	<p>Establishment of library for study, investigation and gaining knowledge on election,</p> <p>Effective relations with the media and cooperation</p>	<p>Lack of management of record of historic and important documents and materials related to election</p>		<p>Managing record</p> <p>Managing means and resources properly</p> <p>Establishment of effective MIS and its operation</p> <p>Approaching targeted readers for the information about the library</p> <p>Providing reading materials, services and facilities as per the demand of the readers</p>

5. Logistics Management and Electoral Operations

Strategic Issues	Strength	Weakness	Opportunity	Threats
Logistics Management	<p>Special provision (Clause 16) of Election Commission Act 2063</p> <p>Adequate Legal Provisions (Acts, Rules, Guidelines)</p> <p>Experienced human resource</p> <p>Identification and distribution of logistics</p> <p>Purchase and transport plan of logistics</p> <p>Capacity enhancement of district election offices</p>	<p>Lack of procedural to exercise the prerogatives of Election Commission Act 2063</p> <p>Lack of warehouse</p> <p>Lack of multi-use of materials/logistics</p> <p>Inability to build logistics specifications and standard management</p> <p>Management of old materials (repair, document, auction, waiver and transfer)</p>	<p>Opportunity to select competitive market</p> <p>Positive development partnership</p> <p>Expansion of transport infrastructure and availability of other resources</p> <p>Availability of technology (weather forecasting, logistics track, mass media)</p> <p>Opportunity to utilize resources at district and local level during election time</p>	<p>Geographic remoteness</p> <p>Identification of quality of materials</p> <p>Monopoly, cartel</p> <p>Security, bandh, strike etc</p>

Strategic Issues	Strength	Weakness	Opportunity	Threats
Election Security	<p>Legal provision for guarantee of security</p> <p>Election security plan</p> <p>Operation of institutional provision of security (JEOC), district program management committee</p> <p>Conduct of program on security orientation</p> <p>Implementation of insurance provision for election period</p>	<p>Poor coordination</p> <p>Poor information management</p>	<p>Expanded security network</p> <p>Election-centered integrated security plan</p> <p>Ability to utilize technology in security management</p> <p>Civil society, positive role of mass media</p>	<p>Technology</p> <p>Presence of criminal organisations</p> <p>Conflict between political parties and their sister organisations</p> <p>Inadequate number of security personnel</p>

Strategic Issues	Strength	Weakness	Opportunity	Threats
Standardisation of Polling Centres	<p>Standard for determination of polling centers</p> <p>Disabled-friendly polling centers</p> <p>Provision of Polling Center Master List (PCML)</p> <p>Legal authority to utilize public infrastructure</p>	<p>Lack of long term policy on determination of polling centers (ad hoc standards)</p> <p>Inability to fully abide by standards</p>	<p>Development of infrastructure, increased investment by government and private sector in reconstruction</p>	<p>Poor infrastructure</p> <p>Polling centers in private property</p> <p>Polling centers in open grounds</p> <p>Transfer of polling centers to specified schools, VDC buildings</p> <p>Geographic remoteness</p>
Joint Election Operation Plan	<p>Elections taking place as per the election schedule</p>	<p>Lack of election operation plan</p>	<p>-Availability of human resources capable of preparing election operation plan</p>	<p>Coordination with related stakeholders</p> <p>Effect of external environment on election program</p>

Strategic Issues	Strength	Weakness	Opportunity	Threats
Seasonal election calendar		Lack of seasonal election calendar	Availability of national and international data on weather forecasting	Uncertain election date
Alternative polling and polling outside the country	Preliminary study of alternative voting conducted Provision of ODR	Lack of implementation of mobile voting	Positive concern by stakeholders (parties, civil society, NRN) Presence of diplomatic missions in 29 countries Availability of modern technology	Lack of legal provision Scattered voters Expensive management cost Consent by respective countries
Management of ballot papers	Own physical infrastructure Availability of technological human resources (designing, printing) Utilization of EVM equipped with Braille script	Inability of use Braille script Inability to use in all polling centers	Development of the concept of use of Braille script in election Availability of EVM as per the need	Short time for management of High number of political parties and candidates Storage and transport of ballot papers

Strategic Issues	Strength	Weakness	Opportunity	Threats
Contact, relations and coordination	Working relations with the government of Nepal and all its agencies	Lack of proper coordination among District Administrative Office (Security Agency), Chief Returning Office, Returning Office	Prime Minister's Office or Office of Council of Ministers can be specified as contact agency Possibility of formulation and implementation of integrated election laws	Not all stakeholders able to sensitively deal with election tasks
Election risk management	ERM unit developed ERM tool developed Support from Development partners	Lack of system of working as per the received information Inability to inform all Lack of local level networking for information collection	Minimization of election violence Minimization of election disputes Effective enforcement of election code of conduct	Institutional durability

Annex 4. - Templates for Monitoring and Evaluation

TEMPLATE WITH GUIDELINES FOR CONDUCTING MONITORING AND EVALUATION

Besides documenting on indicators and benchmarks, the items below shall be checked while conducting M&E on every specific activity included in strategic planning.

MONITORING

Responsibility

- Have those identified as responsible participated as expected?
- Is additional support required to coordinate with the project?
- Is additional direction or help required to allow those responsible for achieving more effectively?
- Are changes required regarding responsibility for the project?

Feasibility

- Has the feasibility of project now been determined?
- Do changes have to be made as a result of the feasibility assessment?

Resources

- Are the key people participating?
- Are additional key people required to participate at this time?

- Are the finances sufficient?

EVALUATION

Timetable

- Is the proposed schedule being followed?
- Have the activities that are identified to be completed at this point in time been completed?
- Should the timetable be adjusted?

Progress of objectives

- As expected
- Beyond what was anticipated
- Short from what was anticipated

Achievement of annual objectives

- As expected
- Beyond what was anticipated
- Short from what was anticipated

Implementation of activities

- Smooth implementation
- Somewhat problematic (identify problems)
- Very hard to implement
- Impossible

Effectiveness

- Target totally achieved
- Target achieved only in the main
- Target only partly achieved
- Not achieved at all

Outcome

- Totally satisfactory
- Mainly satisfactory
- Partly satisfactory
- Unsatisfactory

Cost-effectiveness

- Cost of implementation as budgeted
- Cost significantly overrun (20% or over the budget item)
- Somewhat overrun (below 20% of budget item)
- Somewhat underspent (below 20% of budget item)
- Significantly underspent (20% or over)
- satisfactory
- Unsatisfactory

TEMPLATE TABLE. - EXAMPLE OF SUMMARY RESULTS AT MONITORING AND EVALUATION (*)

As a concluding summary of findings after the M&E process at a given quarter has been completed, a summary table per activity should be filled in as in the example specimen below.

Strategic Specific Activity	State of implementation	Quality of performance	2015 Quarter when M&E was conducted				2016 Quarter when M&E was conducted				
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Contribute to the reform of electoral system and processes in case Constitution makes it necessary	P	AA		X							
Prepare draft for integrated electoral legal body and submit for approval in parliament	N	NA		X							

Include implementing “none of the above”(NOTA) in ballot papers	P	A		X						
Review electoral dispute resolution (EDR) provisions, and give advice to improve effectiveness	P	BA		X						

Strategic Goal 3: Electoral legislation reformed in compliance to the new Constitution

(*) Codes in table are the following:

State of implementation:

N = Not started yet

P = In progress

C = Completed

Quality of performance:

AA = Above average

A = Average

BA = Below average

NA = Not applicable

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