

# STRATEGIC PLAN



2017-2020



ELECTION COMMISSION OF SRI LANKA



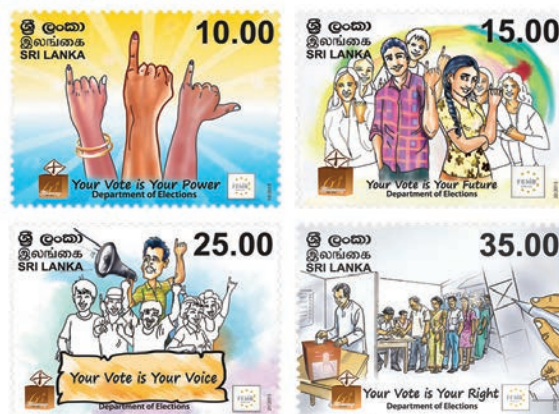
# STRATEGIC PLAN 2017-2020

Election Commission of Sri Lanka

# Participatory Strategic Plan (PSP) of the Election Commission of Sri Lanka for 2017-2020

"Everyone has the right to take part in the government of his country, directly or through freely chosen representatives... The will of the people shall be the basis of the authority of government; this will, shall be expressed in periodic and genuine elections which shall be by universal and equal suffrage and shall be held by secret vote or by equivalent free voting procedures."

Article 21, Universal Declaration of Human Rights, 1948



## Foreword

By the Chairman and the Members of the Commission



**Mahinda Deshapriya**  
Chairman



**N. J. Abeysekere, PC**  
Member



**Prof. S. Ratnajeevan H. Hoole**  
Member

The Soulbury Commission was appointed in 1944 by the British Government in response to strong lobbying by the Ceylonese since the first quarter of the 20th century for more involvement of the local population in the governance of the Island, to make recommendations for constitutional reform. The Soulbury Commission recommended, inter alia, legislation to provide for the registration of voters and for the conduct of Parliamentary elections, and the Ceylon (Parliamentary Election) Order of the Council, 1946 was enacted on 26<sup>th</sup> September 1946. The Local Authorities Elections Ordinance was introduced in 1946 to provide for the conduct of elections to Local bodies. The Department of Parliamentary Elections functioned under a Commissioner to register voters and to conduct Parliamentary elections and the Department of Local Government Elections functioned under a Commissioner to conduct Local Government elections. The “Department of Elections” was established on 01<sup>st</sup> of October 1955 amalgamating the Department of Parliamentary Elections and the Department of Local Government Elections.

Accordingly, the Department of Elections was assigned with the responsibility of taking action to safeguard the suffrage of the citizens through the conduct of free and fair elections, to register all eligible citizens annually in the register of electors, and to ensure that every measure is taken to avoid ineligible persons from being registered in the register of electors. Since The Department functioned as an independent body without being subject to the purview of any ministry, It was capable of executing its functions free of any political influence.

With the passage of 19<sup>th</sup> Amendment to the Constitution the Department of Elections ceased to exist, and the Election Commission was established with effect from 2015.11.13 comprised of three members including the Chairperson. The entire staff of the Department of Elections was absorbed into the Election Commission without any impediment to the service conditions applicable to them.

Compared with the Department of Elections, the Election Commission is assigned with a broader responsibility and duty. The expectation of the public was also for the establishment of an independent Commission for the conduct of free and fair elections.

In the past the strategic planning has been the trend of the private sector. However, at present many ministries, departments and statutory bodies use strategic planning as an approach to prioritize and implement their statutory and development oriented objectives in a methodical manner with a view to realizing them. The Election Commission of Sri Lanka has taken action to



develop a strategic plan for the period from 2017 - 2020 and to implement the same from 2017 onwards to achieve the aforesaid goals.

In the development process of the strategic plan, a wide range of consultations was conducted with the entire staff of the Commission, retired staff officers of the Commission and officers at the Commission who went on transfer, all Secretaries to Ministries including the Secretary to the President, the Secretary to the Prime Minister and the Secretary to the Cabinet of Ministers and with Heads of Departments and Statutory Boards, professional organizations, trade unions of the public sector and private sector and as well as of the banking sector, and with journalists, and their valuable views and proposals were taken into careful consideration.

Apart from that, comprehensive consultations were held with our leading stakeholders namely, the leaders and secretaries of recognized political parties, election observer groups, permanent representatives of political parties of the Standing Committee to investigate election complaints, Members of the Cabinet of Ministers, Members of Parliament, Governors, Chief Ministers of Provinces including Ministers and Members of Provincial Councils, and representatives of local authorities, and the views expressed at such consultations were given due consideration.

Further, the views and proposals put forward by various senior citizens', women's, youth, fisheries and farmers' societies and associations and organizations of disabled persons and as well as by election observer organizations and the views expressed by private sector entrepreneurs and the business community were of immense use in formulating the plan. Towards this end consultation sessions with representatives of each organization were conducted in the capital as well as in all districts.

Grateful acknowledgement is made to Mr. Sarath Wickramaratne, Consultant and a specialist in the field of developing strategic plans who undertook without hesitation the development of the Participatory Strategic Plan (PSP) at the request of the Commission amidst his busy schedule, and to Mr. Upali Magedaragamage, Consultant, who assisted Mr. Wickramaratne, for their invaluable contribution to make this endeavour a success. We do not think that this simple sentence would suffice to appreciate their service. Our sincere gratitude also goes out to the International Foundation for Electoral Systems (IFES) for the specialized advice and guidance provided based on its international experiences in strategic planning related to electoral systems, and to the Centre for Monitoring Election Violence (CMEV) for the assistance rendered by in conducting training programmes.

It is our fervent belief that the implementation as well as the eventual realization of goals of the PSP would be pragmatic since the PSP contains critical performance indicators which are capable of convincing each party that the objectives clearly identified in the PSP are properly achieved by all parties concerned within the specified time frame.

We also believe that the fulfillment of goals and activities specified in the PSP within the parameters of the Vision and Mission of the Election Commission would enable the realization of peoples' aspirations. We wish to emphasize here that the Election Commission and its staff will exert all their effort to achieve the goals of the PSP, with the assistance of the public service and all of citizens including the politicians.

On this 31<sup>st</sup> day of August 2016.

## Executive Summary

Sri Lanka, known until 1972 as Ceylon during the Portuguese, Dutch and British periods of rule and now known officially as the Democratic Socialist Republic of Sri Lanka is an island that has a total area of 65,610 km<sup>2</sup>, with a population of 22 million, and is situated in the Indian Ocean.

From 1505 to 1656, the Portuguese controlled the coastal areas of the island and the Dutch controlled these areas from 1656 until 1796. The British took over Ceylon in 1796 and Ceylon was a crown colony from 1802 to 1948 and was part of the British Empire for 152 years until it gained independence. The British established their system of governance in the country. During the British rule, five Constitutional reforms were introduced and out of those the Donoughmore Constitution, which came into operation in 1931, granted universal adult franchise, bringing about revolutionary socio-political changes in society. It is considered as a landmark in the country's political history, and paved the way for the general public to participate in electing representatives to the State Council.

The Ceylon (Parliamentary Elections) Order in Council was passed in 1946 providing for the registration of electors and for the conduct of Parliamentary Elections. The Order in Council came into force on 26th September 1946, and the Local Authorities Elections Ordinance of 1946 was introduced for the conduct of Local Authorities Elections. Under the Order in Council, the First Parliamentary Election was conducted in 1947. Between 1948 and 1972, Ceylon was an independent country in the Commonwealth of Nations that shared a monarch with the United Kingdom. In 1972 a new Constitution was adopted and the name of the country was changed from Ceylon to Sri Lanka. In 1972, the country officially became a republic within the Commonwealth.

In 1978, the National State Assembly officially enacted the second Constitution of the Democratic Socialist Republic of Sri Lanka. As of May 2015 it has been formally amended nineteen times. It replaced the Sri Lanka Constitution of 1972, and became the third Constitution since the country received independence in 1948. The new Constitution provided for a unicameral Parliament and an Executive Presidency. The new Constitution also introduced a form of multi-member proportional representation for elections to Parliament.

From 1946 to 1955 there were two separate Departments to conduct elections. The Department of Parliamentary Elections was under a Commissioner who was authorised to register electors and to conduct Parliamentary elections, and the Department of Local Authorities Elections under a different Commissioner was authorised to conduct elections to local authorities. On 1st October 1955 the Department of Elections was established by amalgamating these two Departments.

The Seventeenth Amendment to the Constitution which was passed in 2001, provided for an Election Commission to be appointed by the President on the recommendations of the Constitutional Council. Yet, the Election Commission was not appointed as envisaged, due to the problems of appointing the Constitutional Council. However, in November 2015, under the

19<sup>th</sup> Amendment to the Constitution, members of the independent Election Commission were appointed thus establishing the Commission with effect from 13<sup>th</sup> November 2015.

All in all, the newly established Election Commission decided to formulate a Participatory Strategic Plan (PSP) for the period from 2017 to 2020. The PSP methodology, identified as an effective management innovation that is highly structured and a future-oriented management technique setting the programme and policy direction of an institution, was employed to develop the collective vision, mission, goals and objectives of the Commission, encouraging the officials at every level to feel a deeper and more personal commitment to initiate a four year action plan.

A Planning Team consisting of ten senior officials was setup and the team was facilitated by the senior management of the Commission including the Director General of Elections, Secretary to the Commission and other heads of divisions. It received utmost support and guidance from the Chairman and the two members of the Commission to conduct the PSP exercise. The Planning Team received the guidance of two external PSP experts to carry out the planning process. Thus, the Planning Team went through the main components of the strategic planning process, namely,

- **Analyse Forces Outside the Organisation**
- **Analyse Forces Inside the Organisation**
- **Review or revisit vision, mission, strategies etc.**
- **Conduct a Comparative Analysis**
- **Conduct a Process Analysis**
- **Conduct a Trend Analysis**
- **Project Future Scenario**
- **Identify Critical issues that should be address by the organisation**
- **Develop a vision, mission, goals, strategies and programmes**
- **Identify resources to implement the plan**

As decided by the Planning Team, 92 stakeholder consultative workshops were also held to gather views, opinions, suggestions and proposals from stakeholders such as representatives of political parties, election observers, professionals, representatives of trade unions, bankers and business community, journalists, retired election officers, women and youth activists, farmers and fisher folk, representatives of disabled persons associations in the capital city and in the districts.

The Election Commission's Vision –

***"A nation that safeguards universal franchise"***

was developed collectively by the key officials after a series of lengthy discussions and analyses considering stakeholder needs, and was intended to face the issues reflected in the opted future scenario in the country.

Reflecting deeply on the purpose of the Commission, why the Commission exists, what the Commission is supposed to do and how to reach the vision, the mission statement was developed as follows:

*"Raise critical consciousness among all stakeholders, ensuring the protection of people's rights and conduct free, fair and credible elections efficiently and effectively that safeguard the people's sovereignty and universal franchise based on democratic principles".*



The key strategic areas or the thrust areas are extremely important in addressing several critical issues and four such areas have been identified. They are;

- 01 Awareness Raising and Conscientization
- 02 Legal and Advocacy Work
- 03 Institutional Development
- 04 Research and Information Sharing



The goals of the Commission are,

- All qualified citizens exercise their franchise fearlessly, freely and confidentially in elections conducted in a free and fair manner.
- The citizen realizes that the exercise of franchise is an inalienable right and involves himself or herself in the election process actively.
- Equal and fair opportunities exist for all candidates during election periods.
- An all-inclusive, updated voter list is in place before every election.
- All citizens in the marginalised sectors of society engage in the electoral processes confidently and adequately.
- The election process is administered competently and transparently.
- The needs of the stakeholders for data and information related to the election process.

The Election Commission are adequately fulfilled in a timely manner. With the PSP, the Election Commission intends to achieve these seven goals by implementing 46 specific objectives and 136 activities identified carefully through stakeholder consultations and other analyses carried out by the Planning Team.

Citizens consider the Election Commission as the most vital institution in the electoral process that protects the people's sovereignty by holding free, fair and timely elections. Therefore, they expect it to be independent and ready to hold all the elections according to an elections calendar unless otherwise determined by the legislature. As such it has to be fully equipped with very clear and strong vision, mission, goals and objectives. Further, a clear and implementable action plan should be a key feature to achieve these outcomes successfully. Thus, the four-month Participatory Strategic Planning exercise conducted for the Election Commission enabled it to develop a comprehensive strategic plan for four years incorporating all the above mentioned elements to the plan. Accordingly, the Commission expects to make the action plan a reality to achieve the vision, mission and goals envisaged and thereby to protect the people's right to universal suffrage and democracy through a full-fledged institution with all required facilities and with committed and qualified staff.

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## PART I

### 1. INTRODUCTION

#### 1.1. Brief Profile of Sri Lanka

Sri Lanka is an island in the Indian Ocean that has a total area of 65,610 km<sup>2</sup>, with 64,630 km<sup>2</sup> of land, 980 km<sup>2</sup> of water bodies and a 1,340 km long coastline. The country is in the Asian continent. The latitude and longitude for the country are 7.5653° N, 80.4303° E respectively. It has a maximum length of 432 km (Devundara to Point Pedro) and maximum breadth of 224 km (Colombo - Sangamankanda). The climate of Sri Lanka includes two tropical monsoons: the northeast monsoon (December to March), and the southwest monsoon (June to October).

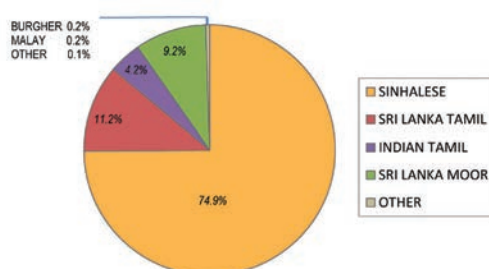
Despite formidable obstacles, Sri Lanka achieved a middle-income country status in 2010. As indicated in the 2014 Human Development Index (HDI), Sri Lanka scored 0.757 and was ranked 73 out of 188 countries. The gross national income (GNI) per capita is USD 3,800; the average literacy rate is 92.7% and the average life expectancy at birth is 74.9 years. Sri Lanka has achieved relatively high human development based on basic human development indicators.

#### 1.2. Historical, Political and Social Background

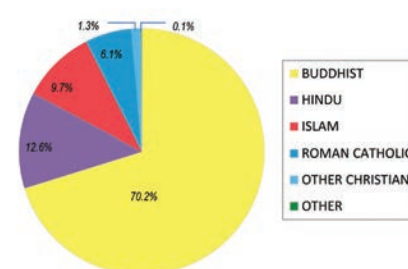
Sri Lanka comprises a beautiful collage of multi-ethnic communities from ancient times. The Sinhalese and Tamils make up 74.9% and 15.4% of the population, respectively. Then there are Muslims who constitute 9.2% of the population. A separate subgroup of the Muslims is the Malays who were brought in by the Dutch from their colonies in the Far East. The Burghers at 0.2% of the population are the descendants of European rulers who like all others are mixed with the other communities, some less, others more. The multiethnic character of Sri Lankan society is underscored by the presence of Africans who came with the Portuguese and they keep alive a local form of music that draws from Iberian traditions.

At Present Sri Lanka is a multi ethnic, multi religious country. According to the census of 2011 the total population of the Island is 20.2 million. The population is comprised of Sinhalese, Tamils (Sri Lankan and Indian), Sri Lanka Moors, Malays, Burghers, Indigenous people and other ethnic groups. Accordingly, there are approximately 15.1 million Sinhalese, 3 million Tamils (2.2 million Sri Lankan Tamils and 0.8 million Indian Tamils), 1.8 Sri Lankan Moors, 0.04 million Malays, 0.03 million Burghers and 0.23 million (Fig. I) others. Religion wise the population is comprised of 14.2 million Buddhists, 2.5 million Hindus, 1.9 million Muslims, 1.5 million Christians and 0.01 others. The number of voters registered in the year 2015 has exceeded 15 million. (Fig II)

**Fig. I**  
DISTRIBUTION OF THE POPULATION BY ETHNIC GROUP



**Fig. II**  
DISTRIBUTION OF THE POPULATION BY RELIGIOUS GROUP



Sri Lanka is proud of its written history of over 2500 years. There is historical evidence to suggest that there had been human settlements with developed cultural characteristics even at the time of the arrival of Vijaya in the Island in the 6<sup>th</sup> century B.C. Anuradhapura was the first capital of Sri Lanka. Written history records that during this early period there have been instances where regional rulers established regional administrations centered in Magama in the south and Kelaniya in the west. Due to various reasons the capital subsequently shifted from Anuradhapura to Polonnaruwa, Dambadeniya, Kurunegala, Gampola, Kotte, and to Kandy. There is historical evidence that a regional administration was established in the North centered in Jaffna with the shifting of the kingdom southwards. The lineage of kings that started with King Vijaya came to an end with the King Sri Wickrama Rajasinghe, the last king of the Kandyan kingdom. According to the historical records, Sri Lanka had been ruled by 176 kings for a period of nearly 25 centuries from the sixth century BC to the early nineteenth century. It should also be noted that there had been a few queens in the lineage of monarchs in Sri Lanka.

There were a few special features of monarchical rule in Sri Lanka. The King was the head of the state. Powers of governance were vested in the king. All powers relating to legislation, law enforcement and administration of justice were in king's hands. Evidence is available to show that there were deputy kings, sub-kings, and regional rulers functioning under the King. There were Ministers to advise the king and to execute king's orders.

In this era, foreign emissaries particularly from the South India and from other parts of India and as well as from kingdoms or empires such as China, Myanmar, Siam (Thailand), Arabia, Persia, Greece, Rome had visited Sri Lanka for trade, and as invasions. By the end of 15<sup>th</sup> century Sri Lanka had become a nation comprised at a majority of Sinhalese, a substantial population of Tamils and Muslims and a small number of indigenous people and other ethnicities.

At the beginning of the sixteenth century i.e. in or about 1505 the Portuguese arrived in Sri Lanka. The Portuguese who came for commercial purposes controlled the coastal areas of Sri Lanka for approximately 150 years. The arrival of the Dutch saw the end of Portuguese rule and the Dutch controlled the coastal areas of Sri Lanka from around 1656 to 1796. The English arrived in the island in 1796 and took over the coastal areas which were under the control of the Dutch. Ceylon became a colony of the British with the signing of the Treaty of Amiens in 1802. The Kandyan Convention (Udarata Givisuma) which was signed in 1815 gave the Britain complete control over the entirety of Sri Lanka. The British rule which continued until 1948 ceased with the grant of Independence to Sri Lanka.

The periods under the European rule were significant especially in the political, economic and social spheres. The British period saw the end of monarchical rule and it is during this period that the advent of representative democratic principles into the political landscape took place.

During the British period, Sri Lanka which was predominantly an agro based subsistence economy was transformed into a plantation economy with plantation crops such as tea, coconut, rubber, cocoa and coffee. English planters brought in people from south India to meet the demand for labour in the plantations in the hill country and settled them. This can be seen as one of the significant events that took place during British period.



From a religious perspective, the arrival of Europeans paved the way for the dissemination of Christianity in the country. The Roman Dutch law and English law were introduced to Sri Lanka in the Dutch and British periods. These legal systems adapted well to local conditions and continue to be operative even today.

04<sup>th</sup> February 1948, marks the dawn of Independence to Sri Lanka from the British rule. In the journey towards a Westminster style government the reforms introduced by the Donoughmore and Soulbury Commissions were crucial, as detailed hereinafter. However, it was perceived that the Independence granted in 1948 was not complete. The Queen of England was still recognized as the Head of the State and the Privy Council sitting in London was the final court in the judicial system.

The promulgation of Constitution of the Democratic Socialist Republic of Sri Lanka of 1972 resolved this issue. Under the 1972 Constitution Sri Lanka became an independent republic and the constitution provided for a system of governance comprised of a titular President, an executive Prime Minister and a Cabinet of Ministers.

The Constitution of the Democratic Socialist Republic of Sri Lanka of 1978 transformed the titular Presidency into an Executive Presidency and curtailed the powers of the Prime Minister, and the Cabinet of Ministers headed by the President became the main executive arm of the Government.

Sri Lankan populace which is multi ethnic, multi religious and multi cultural, has been exercising universal suffrage since 1931. It is a country where Parliamentary democracy is in operation. People have been electing their representatives to Parliament by their vote since 1948. From 1948 to 1955 the conduct of Local Government elections was done by the Commissioner of Local Government Elections, whereas the Commissioner of Parliamentary Elections conducted the Parliamentary Elections. The date 1<sup>st</sup> October 1955 marked the establishment of the Department of Elections under a Commissioner of Elections by amalgamating the Departments of Parliamentary Elections and Local Government Elections and all general elections, by-elections, Provincial Council elections and Local Authority elections held thereafter were conducted by the Commissioner of Elections of the newly established Department of Elections. The 17<sup>th</sup> amendment to the Constitution of the Democratic Socialist Republic of Sri Lanka provided inter alia for the establishment of an independent Election Commission. However, the establishment of the Commission took place only after the passage of the 19<sup>th</sup> Amendment to the Constitution in 2015. Accordingly, the Election Commission comprised of 3 members appointed by the president on the recommendation of the Constitutional Council and the Commission was established on 13.11.2015 and started functioning from 17.11.2015.

### 1.3. European Political Culture in Ceylon

The Portuguese who arrived in Sri Lanka in 1505 were the first Europeans to invade the country. They built a fort in Colombo in 1517 with a seaport and gradually extended their control over the coastal areas of the country. The Portuguese placed officers in charge of the areas they controlled and did not alter the basic administrative structure that existed in the country and

the traditional institutions continued but at the service of the Portuguese administrators. The people of this country disliked the occupation by, and the influences of, the Portuguese and there was intermittent warfare that continued throughout the 16th century.

The Dutch landed in Ceylon in 1602 when the Sinhalese were waiting to welcome any power to help them defeat the Portuguese and the king of Kandy appealed to the Dutch for their help. Between 1640 and 1656 the Dutch completely ousted the Portuguese from Ceylon. In 1656 the Portuguese surrendered Colombo to the Dutch after several battles and extensive fighting and the Dutch ruled the coastal areas until 1796.

The British presence in Sri Lanka began in 1796 and in 1802 by the Treaty of Amiens, the areas under the Dutch were ceded to Britain and Ceylon became a crown colony. In 1803 the British invaded the Kingdom of Kandy, the last kingdom of Ceylon, but were defeated. In 1815 Kandy was captured by the British and that ended the independence of Ceylon. For the first time in the history of Ceylon, the British introduced some democratic elements to Ceylon and the western concept of representative and responsible government was introduced to the country. The British ruled Ceylon from 1815 until independence was granted in 1948.

## 1.4. History of Constitutional Reforms and Franchise in Sri Lanka

### 1.4.1. Pre - Independence Era

#### (a) Ceylon National Congress

The Ceylon National Association was founded in 1888 and the Ceylon Reform League in 1917. Sinhalese and Tamil politicians along with these two political organizations united as a nationalist political movement and formed the Ceylon National Congress (CNC) on 11<sup>th</sup> December 1919. The CNC agitated for more constitutional reforms. Thus in the early 20<sup>th</sup> century under British Colonial rule in Ceylon, nationalism gathered momentum and the Ceylon National Congress was instrumental in gaining independence to Ceylon in 1948.

#### (b) Colebrooke-Cameron Reforms

In 1833, introducing a utilitarian and liberal political culture based on the rule of law, the Colebrooke-Cameron reforms were introduced to the country and the Kandyan and Maritime Provinces were amalgamated as a single unit of government. An Executive Council and a Legislative Council were established, paving the way for a representative legislature.

A new western educated social class emerged by the end of the 19<sup>th</sup> century as the British established the Ceylon Civil Service and the modern legal, educational, and medical professions. New leaders representing the diverse ethnic groups of the population entered the Ceylon Legislative Council elected on a communal basis. At the time, that is in the first two decades of the 20<sup>th</sup> century, there was unique harmony among political leaders of all ethnic groups, which was lost at later stages.

**(c) Crew McCallum Constitutional Reforms**

For the first time in the history of the Constitutional Reforms in Sri Lanka in 1910, the Crew McCallum Constitutional Reforms introduced the principle of selecting the members of the Legislative Council by franchise. Based on these reforms 4 members out of 10 non-official members of the Legislative Council were elected by vote. Only a limited number of persons had voting rights at this election.

**(d) Manning - Devonshire Constitutional Reforms**

Although the number of non-official members elected by vote was increased by the Manning Constitutional Reforms of 1920 and of 1924, there was no change in the right of franchise. Election was limited to certain categories of society depending on education, wealth and gender.

**(e) Donoughmore Commission**

The Donoughmore Commission introduced the Donoughmore Constitution which served Ceylon from 1931 to 1947. The Donoughmore reforms rejected communal representation and introduced universal adult franchise to Ceylon. The franchise had stood at 4% of the adult population before the reforms.

The Commission was of the view that the general public would not be interested in the administrative system of the country as the franchise to Ceylon was limited to a small segment of the society and as such the Commission proposed that the franchise be extended to every person over 21 years of age, irrespective of gender, introducing universal franchise to Ceylon in 1931. In preparing the electoral register, the residence of persons was taken into consideration and it was made mandatory that persons should have six months of residence in the relevant electoral district, prior to the 01st of August of the year in which an election was to be held.

It is noteworthy that the universal franchise was enjoyed even in Britain only from the same year, i.e. 1928, the year in which universal franchise was proposed for Ceylon. In addition, Ceylon was the first country to enjoy universal franchise in the Asian region.

For the first time, Ceylonese were able to elect 50 representatives to represent their electorates in the State Council in 1931. In 1936, representatives were elected for the Second State Council and a General Election was not held during the first half of 1941 due to the Second World War. As the new Constitutional Reforms had to be implemented, the General Election to elect representatives to the Legislature was held in 1947. The Donoughmore Constitutional reforms were in operation till 1947, and in the meantime there was agitation in the country for dominion status and for a government with responsibility.

**(f) The Soulbury Commission**

As a result of the agitation and the pressure built by Ceylonese demanding greater participation of locals in the administration of the island since the first quarter of the twentieth century, the Soulbury Commission appointed by the British government, arrived in the Island in 1944 to make recommendations for a new Constitution for Ceylon.

A new constitution was recommended by the Soulbury Commission. Under this Constitution, 95 members of the House of Representatives out of 101 members were to be elected by universal franchise and the other 06 members were to be appointed by the Governor General with the concurrence of the Prime Minister. The Ceylon (Parliamentary Elections) Order in Council, 1946 was enacted on 26<sup>th</sup> September 1946 and it had provisions for the registration of electors and for the conduct of Parliamentary Elections. Under this Order-in-Council, the First Parliamentary Election was conducted on 19 days during the period from 23<sup>rd</sup> August 1947 to 20<sup>th</sup> September 1947.

With the introduction of the Citizenship Act of 1949 some of the Tamils of Indian origin who lived in the hill country plantations and who failed to confirm or obtain the citizenship were deprived not only of their citizenship but also of their suffrage. This can be seen as one of the significant events that took place during this period.

The legislative enactment to reduce the age to be eligible to vote from 21 years to 18 years in the year 1959 was another important piece of legislation related to elections.

As recommended by the Soulbury Commission, the Senate of Ceylon was established in 1947 as the upper house of the Parliament of Ceylon. The Senate consisted of 30 Members, of whom 15 were elected by the House of Representatives and 15 were appointed by the Governor-General. One of its principal functions was to act as a revising chamber by scrutinizing or amending bills passed by Parliament. On 21<sup>st</sup> May 1971, the House of Representatives passed an Act to abolish the Senate. The Ceylon Constitution (Amendment) Act, No. 36 of 1971 received Royal Assent on 2<sup>nd</sup> October 1971, becoming the eighth amendment to the Soulbury Constitution.

## 1.5. Post-Independence Era

### (a) 1972 - 1<sup>st</sup> Republican Constitution

The Sri Lankan Constitution of 1972 is known as the 1972 Constitution of the Democratic Socialist Republic of Sri Lanka (Republican Constitution). It is the second Constitution of Sri Lanka after the Soulbury Constitution and the independence of the country in 1948. It was under this Republican Constitution that the name of the country 'Ceylon' was changed to 'Sri Lanka' and the country was proclaimed an independent republic. The 1972 Constitution of the Democratic Socialist Republic of Sri Lanka was promulgated on 22<sup>nd</sup> May 1972. It provided for a unicameral legislature, the National State Assembly, a President as a nominal head of Government and a Cabinet of Ministers headed by the Prime Minister responsible to the National State Assembly. Sovereignty was vested entirely in the National State Assembly and its term of office was limited to six years. Members of the last House of Representatives formed the first National State Assembly. A Delimitation Commission determined the number of Members in the National State Assembly in accordance with the provisions of the Constitution. There was no longer any provision for Appointed Members as before.

*Post-  
Independence  
and dawning  
of a republic*

Participatory Strategic Plan (PSP)  
Election Commission of Sri Lanka

2017-2020

## (b) 1978 - 2<sup>nd</sup> Republican Constitution

On 7<sup>th</sup> September 1978, the National State Assembly replaced the first Republican Constitution and enacted the second Constitution of the Democratic Socialist Republic of Sri Lanka. As of May 2015 it has been formally amended 19 times. It replaced the Sri Lanka Constitution of 1972, and became the third Constitution since the country received autonomy as a Dominion within the British Commonwealth. The new Constitution provided for a unicameral Parliament and an Executive President. The term of office of the President and the duration of Parliament were limited to six years. The new Constitution also introduced a form of proportional representation from electoral districts for elections to Parliament, which consisted of 196 members.

The membership of Parliament was subsequently increased to 225 by the Fourteenth Amendment to the Constitution. The 1978 Constitution provided for an independent judiciary and a Parliamentary Commissioner for Administration (Ombudsman) and introduced provisions prohibiting defection by Members of Parliament from their Parties and for the conduct of referenda on certain bills and on issues of national importance. The chronology of the evolving election system of Sri Lanka is given in Annex 1.

The grant of citizenship to Indian Tamils who had been deprived of citizenship and suffrage and were living in plantations in the hill country and elsewhere in the island under of the provisions of the Grant of Citizenship to Stateless Persons Act, of 1988 is one of the significant landmarks in the history of elections in Sri Lanka.

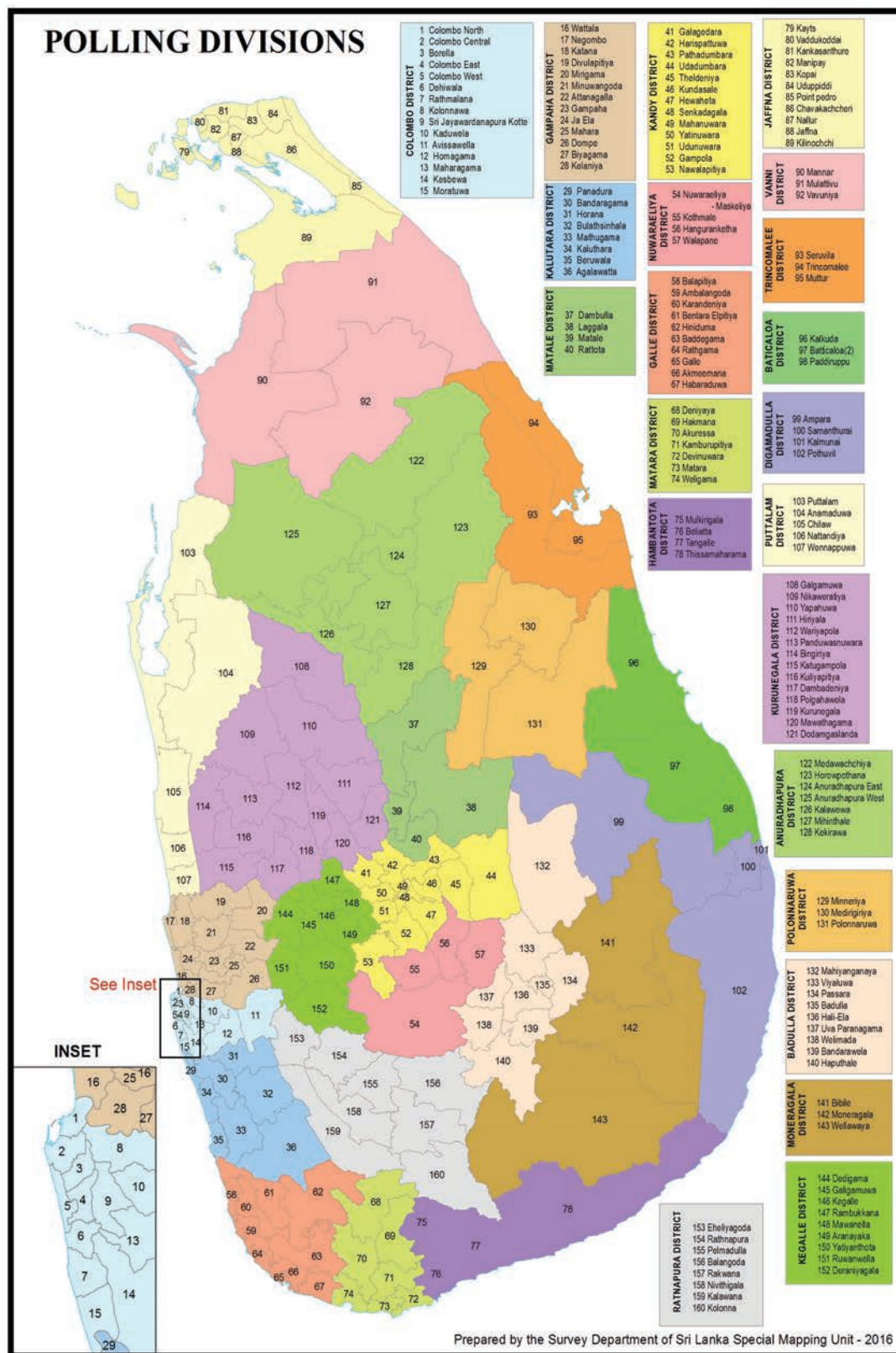
## (c) Proposals to Amend the Constitution

On 8<sup>th</sup> January 2015 the President of the Democratic Socialist Republic of Sri Lanka was defeated at the presidential elections, and a new President was elected by the people as the sixth Executive President. Under the 19<sup>th</sup> amendment to the Constitution, some powers of the executive president were reduced. The 7<sup>th</sup> Parliament was elected at a general election held on 17<sup>th</sup> August 2015. The President and the Cabinet at Ministers forwarded a proposal to Parliament to draft a new Constitution.

The resolution in Parliament resolved to set up a Constitutional Assembly (CA) of all members and a steering committee of 17 members to draft the new Constitution. The entire Parliament was transformed into a Constituent Assembly and the new Constitution seeks to further reduce of power of Executive President or abolish the Executive Presidency and to introduce a new electoral system. A Public Representations Committee on Constitutional Reforms was appointed. This Committee has interviewed political parties and civil society groups all over the island and conducted a survey of opinion on Constitution making.



Fig. III  
Polling Divisions



## 1.6. History and Transformation of Sri Lanka's Election Management Body

### 1.6.1. Election Department

Although, universal franchise was introduced in 1931, there was no dedicated institution to conduct elections until 1947. Therefore, this responsibility was assigned to an existing institution on an ad hoc basis. During this period, a Commissioner and an Assistant Commissioner were appointed only for the purpose of conducting elections while the Government Agents were directed to conduct elections at district level.

The First Parliamentary Election was conducted in the year 1947 and the elections of the Local Authorities were conducted according to the Local Authorities Elections Ordinance of 1946. The second Parliamentary Election was conducted for 4 days from 24<sup>th</sup> May to 30<sup>th</sup> May 1952.

From 1946 to 1955 there were two separate departments to conduct elections. The Department of Parliamentary Elections was authorised to register electors and to conduct Parliamentary Elections, and the Department of Local Government was authorised to conduct elections to Local Authorities. On 1<sup>st</sup> October 1955 the Department of Elections was established by combining these two departments.

The responsibilities of the Department were to take necessary steps to secure the universal franchise of citizens through the conduct of free and fair elections, the annual registration of qualified voters and the taking of measures to prevent ineligible voters from being included in the electoral register. The Department of Elections functioned as an independent government unit not functioning under any ministry and the Commissioner was made answerable only to the Judiciary.

With the experiences gathered from the first Parliamentary Election in August 1947 and from elections held under the First Republican Constitution in 1972, and the Second Republican Constitution in 1978, different political parties and civil society organizations promoted the idea of establishing an Election Commission by 2000 to conduct elections in a more independent manner.

### 1.6.2. Election Commission

As a result, on 3<sup>rd</sup> October 2001, the Seventeenth Amendment was made to the Constitution. This amendment provided for an Election Commission to be appointed by the President on the recommendations of the Constitutional Council. However, the Election Commission was not appointed as envisaged, due to the problems of appointing the Constitutional Council, and as provided in the Seventeenth Amendment to the Constitution, the fifth Commissioner of Elections had to continue to perform the duties of the Election Commission until the Election Commission was established. In terms of the Nineteenth Amendment to the Constitution that was adopted on 15<sup>th</sup> May 2015, the Commissioner of Elections in office continued to exercise the powers vested in the Elections Commission. On 30<sup>th</sup> September 2015, the Department of Elections completed sixty years of service to the nation.

Finally, members of the Election Commission were appointed under the 19<sup>th</sup> Amendment to the Constitution establishing the Election Commission with effect from 13<sup>th</sup> November 2015. the President, appointed the new members of Commission who had been recommended by the Constitutional Council. Mr. Mahinda Deshapriya, the then Commissioner of Elections, was appointed as the Chairman of Election Commission while the other members of the Commission were Mr. N. J. Abeyesekere PC and Prof. S. Ratnajeewan H. Hoole. The Department of Elections was replaced by the Election Commission.

## 2. PARTICIPATORY STRATEGIC PLAN FOR THE ELECTION COMMISSION

### 2.1. Rationale for the Participatory Strategic Planning Process

The Election Commission was established on 13th November 2015. The new government which was elected to power in August 2015, unanimously decided to appoint the Constitutional Council, which in turn recommended names to the President for appointment to the independent Commissions.

In keeping with the Universal Declaration of Human Rights and in assuring the people their role in taking part in the government of their country, the newly established Election Commission, saw it as a necessary progressive step to launch a Participatory Strategic Planning (PSP) to formulate the vision, mission, goals and objectives of the Commission and to develop an action plan for four years. Considering the socio-political and religio-cultural changes that have taken place during the past three decades, and understanding the need to adopt a collective vision to drive the establishment forward, the Commission unanimously decided to conduct the Participatory Strategic Planning exercise. The planned process of the exercise included identifying the needs of the community and other stakeholders. This was a significant and extensive exercise as it was conducted at national and district levels to gather information and views and opinions and responses, and analyse them and to formulate the action plan.

The political changes that had taken place after the lengthened armed conflict that ended in 2009, and the space opened for social and political reforms, gave the Commission an opportunity to strengthen the strategic direction of the new Commission and to evolve an effective and efficient way to manage its affairs taking into consideration the dynamics of both the internal and external environments.

Participatory Strategic Planning (PSP) methodology has been identified as an effective management innovation. It is a highly structured and future-oriented management technique that sets the programme and policy direction of an institution. It was therefore employed to develop the collective vision, mission, goals and objectives of the Commission, encouraging in officials at every level to feel a deeper, more personal commitment to initiating a four year action plan. All officials of the Commission had a place at the table and a voice in the process.

This collaborative planning also helped the internalization of the vision by channeling energy into achieving key strategic goals identified by the officials during the intensive workshops conducted for the purpose.

Accepting the differences and minimizing polarization and conflicts, the PSP process was instrumental in indentifying significant organizational change, addressing barriers, and identifying transformational opportunities. In conducting the PSP exercise, the 'critical issue approach' has been decided upon and applied.

## 2.2. Projected Future Scenario

In the process of analyzing the context inside and outside the Election Commission, the planning team along with the stakeholders realized that the Commission has to work in the following projected scenarios in future. A major part of these scenarios depicts a worsening situation and in attempting to achieve the goals and the mission of the organization, the Commission has realized that it has to play a very critical role to overcome the issues in the projected scenarios. Some of the important facets of the scenarios projected through analyses of context, comparative, process of change and trend are given in brief below.

### 1. Economic

Provision of ad hoc economic benefits will continue with long-term social welfare programmes. Granting and accepting appointments in the public sector without adhering to approved procedures will continue. Conducting of piecemeal elections would become minimal and will reduce the adverse effects thereof on economic growth. Formulation and implementation of new laws to counter misuse of state resources may lead to a favourable situation where misuse of state resources to promote politicians and parties will become minimal, but, expectations of the unemployed for employment will be used to gain political mileage.

### 2. Social

Enthusiasm of the voter to vote may be subject to fluctuations depending on the awareness programmes to motivate citizens to cast their vote for candidates of their political ideology. The ignorance of the public on special provisions made available for persons with physical disabilities to cast their votes without a hindrance may remain the same. The percentage of rejected votes may further decline through voter education on marking the ballot and a certain percentage of eligible citizens may not volunteer to register as voters. It may be expected that forceful suppression of people's uprisings will be a thing of the past. The confidence that the society has towards the election process will remain unchanged. Even though the role of social media relating to the election process would intensify, the chances are that the social media may be misused to gain political advantage.

### 3. Cultural

Communality, caste and religion will continue to be decisive factors when giving slots in the nomination lists and there may be a possibility of chauvinistic organizations with political agendas emerging once again. Also there may be a stiff agitation for the implementation of the Official Language Policy while excessive involvement of religious groups in politics will increase using cultural events to demonstrate political might.

#### 4. Political

Removing of prevailing legal impediments to recognition of new political parties may result in an increase in the applications for recognition and the naming of political parties denoting ethnic or religious identity may be a thing of the past. The percentage of persons casting votes will reach the anticipated level of 70% while the politicians in power will continue to try to remain in power. The intervention by certain local companies, multinational companies and INGOs, in the affairs of the political parties with a view to achieving their personal agendas will intensify.

#### 5. Gender

With the introduction of a specific percentage (25%) for women representation in nominations for local authority elections, the situation for women will improve while their religious, social and cultural influence will continue given the increase in women participation in mainstream politics. Women voting for women candidates will be seen as a positive development. The backward mindset of many women regarding their involvement in politics will continue and international pressure will intensify to increase women representation in governing bodies.

#### 6. Environmental

Usage of polythene and other synthetic materials that are harmful to the environment for election propaganda, may rise to alarming proportions and sound and air pollution caused by election propaganda activities during elections will continue to be the same. Even though a decline can be expected in damage inflicted to public properties and communication systems by election propaganda activities, it is likely that the present trend may continue. The Green City concept will continue to be implemented.

#### 7. Technological

The use of social media for election purposes may go up even further. New means of communication may come into use and the use of gossip websites will rise with increased use of internet and e-mail. There will be an increase in the trend of announcing election results attractively and will be popular. The use of SMS for candidates' propaganda campaigns will increase even further and also the use of modern technological equipment and methods such as Digital Screens, TVs, etc., will increase significantly in election propaganda campaigns.



## 3. STRENGTHS AND AREAS TO BE IMPROVED

### 3.1. Strengths

A realistic assessment of the strengths and weaknesses of the Election Commission (EC) was carried out with the staff that revealed the present status of the organisational mechanism. It was revealed that the establishment of the Election Commission as an independent body with powers vested in it under the Constitution made the organisational mechanism much more independent and stronger compared to the previous departmental setup. The availability of a highly experienced and committed staff with longstanding experience affiliated to a decentralized administrative system, greater ability to mobilise human, physical and financial resources compared to other government institutions and strong possibilities and opportunities in making collective decisions on policy matters were identified as highly important factors that show the strength of the EC. In addition, the acceptance of the EC by the general public as an honest and transparent institution and the relationships it has built with international election bodies have showcased its competence and expertise.

### 3.2. Areas to be Improved

Although such competencies, skills, abilities and opportunities as in the previous paragraph are already available, there are some areas which the EC should improve in order to reach a higher level of performance. The linkages and relationships with the district level offices need to be further improved through an adequate system/mechanism to monitor their activities effectively, assuring the general public of a better service. The role of the EC as an institution with the mission to empower voters to safeguard their universal franchise, should pay much more attention to the areas of voter education, awareness raising and the conscientization areas, through a well-planned and properly structured programme. To make the EC more efficient, especially in the area of information and communication technology, constant updating and improvement of the knowledge of the IT officials is a felt need, as Information and Communication Technology (ICT) is the most effective way of knowledge sharing in building a “Knowledge is Power” culture. For this purpose, the ICT division of the EC should be improved and upgraded. While barriers such as the inadequate legal provisions in the use of technology should be addressed urgently, measure to protect the civil and security personnel from work related insecurities and victimisation due to political reasons after an election should be addressed. In increasing its performance level further, the EC should pay much attention to enhancing the capacities of its office personnel who manage the machinery through adequate training programmes.

## 4. METHODOLOGY ADOPTED IN DEVELOPING THE PARTICIPATORY STRATEGIC PLAN

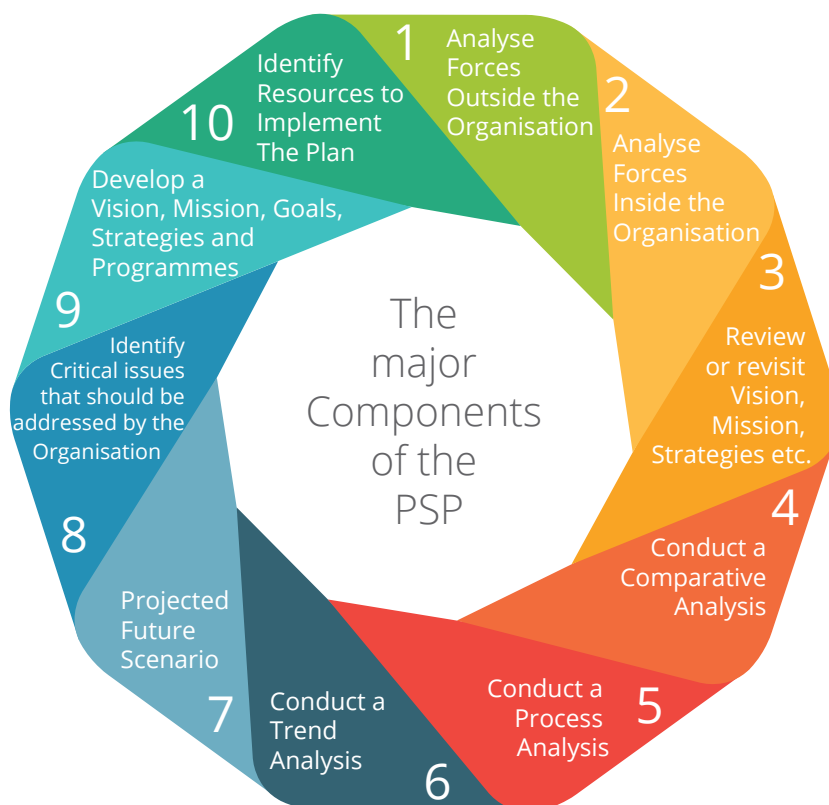
The methodology adopted was ambitious as it was large-scale, not limited only to the officials of the Election Commission, but also extended to gathering relevant information and the views of all the stakeholders scattered around the nine provinces in the country. A Planning Team comprising ten top level and middle level management officials of the Commission was setup to conduct this massive exercise and they were briefed intensively. Thus, the Planning Team under the guidance of two external experts with expertise in the subject concerned conducted 38 stakeholder consultative meetings covering all important stakeholder categories and geographical areas, to generate and collect opinions to develop the Participatory Strategic Plan for the Commission. Workshops were held to gather views, opinions, suggestions and proposals from stakeholders such as representatives of political parties, election observers, professionals, representatives of trade unions, bankers and the business community, journalists, retired election officers, women and youth activists, farmers and fisher folk, representatives of disabled persons associations in the capital city and in the districts, It is worthwhile mentioning that the stakeholder participation in each consultative meetings was significant. It is to be noted that some major elements of the Logical Framework Approach (LFA) were also utilized in an appropriate manner to develop the PSP for the Commission.

The main components of the strategic planning process consisted of

1. Analyse Forces outside the Organisation
2. Analyse Forces inside the Organisation
3. Review or revisit vision, mission, strategies etc.
4. Conduct a Comparative Analysis
5. Conduct a Process Analysis
6. Conduct a Trend Analysis
7. Project Future Scenario
8. Identify Critical issues that should be addressed by the Organisation
9. Develop a vision, mission, goals, strategies and programmes
10. Identify resources to implement the plan

In the planning process, a workshop was held with all the Election Commission officials including the Chairman and Commission members and the Director General of the Commission. The data gathered was collated and after reviewing it, it was incorporated into the work plan. The major components of the Participatory Strategic Planning Process (PSP) described above are given in the figure IV below.

Figure IV.



In addition to the proposals obtained through stakeholder consultations and the lengthy analyses carried out with the planning team and the staff of the Commission to elicit proposals, some important proposals from the Report on Public Representations on Constitutional Reforms, which was prepared through island wide consultative meetings and submitted to the government by the Public Representations Committee on Constitutional Affairs in May 2016, were also incorporated in to the Participatory Strategic Plan in order to enrich the quality of the plan.

The Plan contains two parts. Part I, discusses the background, political history of Sri Lanka and the evolution of Constitutional reforms and the election process. Information for this part was derived through literature surveys.

The existing vision, mission and goals of the Election Department were revisited to develop a vision, mission and goals for the Commission to match the current context. Part II was completely devoted to discussing the action plan, responsibilities and the time frame.

## 5. DEVELOPMENT OF THE VISION, MISSION AND GOALS OF THE COMMISSION

### 5.1. The Vision of the Commission

The analysis of the contextual scenario and the projected future scenario paved the way for revisiting the existing vision, mission and goals. Considering that the essence of successful visioning was the commitment to rethink and review the Commission as a contributor to the whole of society in safeguarding the universal franchise, the planning team after an intensive interactive session developed the following vision statement of the Commission:

***"A nation that safeguards universal franchise"***

### 5.2. The Mission of the Commission

Based on the above vision an intensive dialogue took place on developing the mission of the Commission. Reflecting deeply on the purpose of the Commission, why the Commission exists and what the Commission is supposed to do and discussing further on the; the services Commission could provide and the beneficiaries of those services; how best and why the Commission is special with values that govern it, the planning team collectively developed the following mission statement:

***"Raise critical consciousness among all stakeholders, ensuring the protection of people's rights and conduct free, fair and credible elections efficiently and effectively that safeguard the people's sovereignty and universal franchise based on democratic principles".***

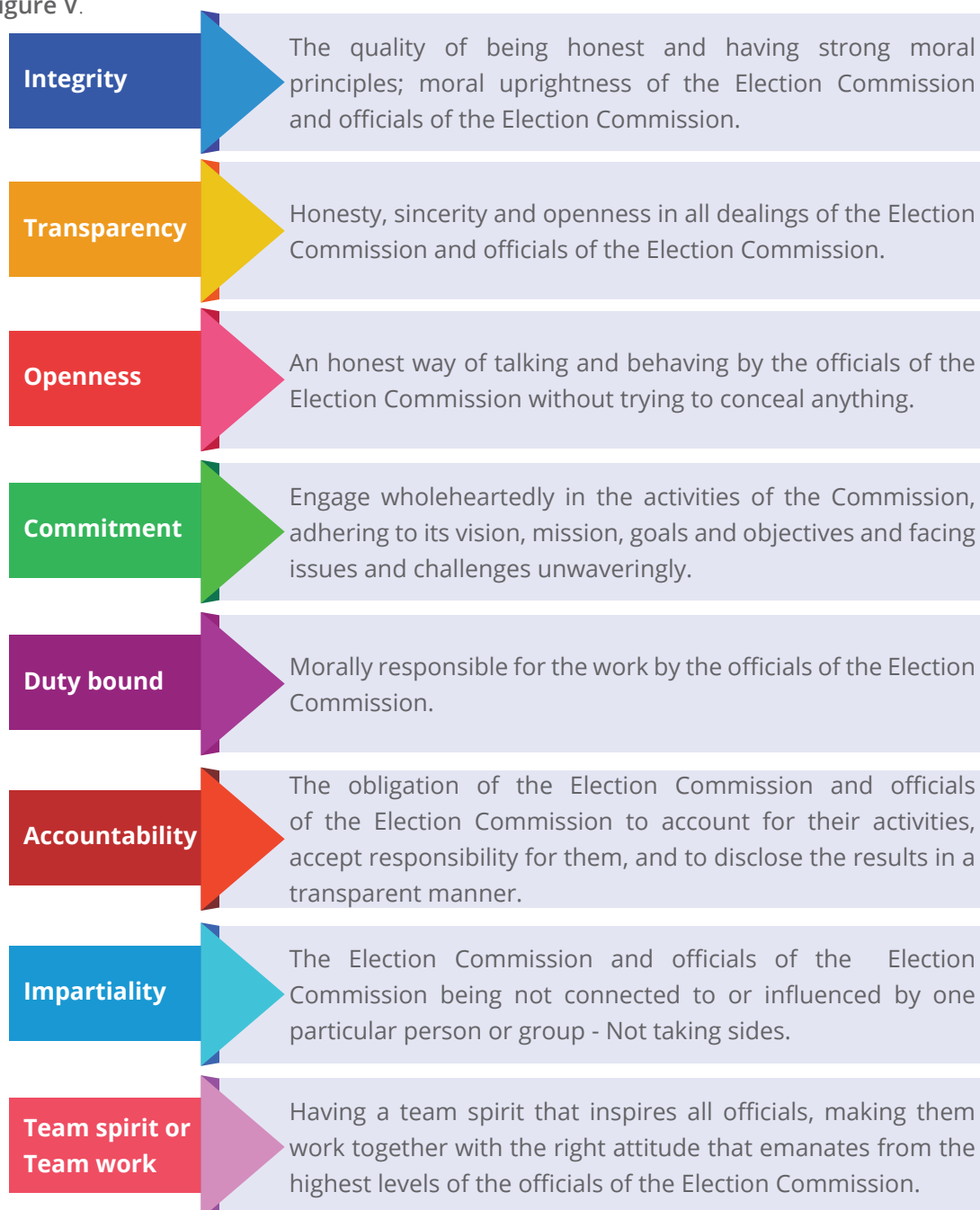
## 6. VALUES, THRUST AREAS AND GOALS

### 6.1. Values

Values are recognized as the guiding beacons that direct the process of the development and growth of the Commission. They are also considered as the components of the philosophy of the Commission. Since the values underpin the vision of the Commission, they will be used as the guiding principles that dictate action and to determine if they fulfil the goals of the Commission.

The eight important values identified are:

**Figure V.**





## 6.2. Thrust Areas

The key strategic areas or thrust areas are those which should be highly focused on by the organization in the future. They are extremely important in addressing several critical issues identified during the strategic analysis. They are more crucial to the Commission's success in adhering to its mission. Four such areas have been identified as thrust areas. The criterion for ranking was based on which area has the greatest effect on the Commission's ability to fulfil its mission to reach the vision.

Figure VI.

Thrust Areas



### 6.3. Goals

The goals of the Election Commission to achieve its mission and its vision are:

Figure VII - Goals



### Strategies

Even though the thrusts, goals, objectives and the activities are developed with strategic manner a few major strategies that would be applied in implementing the strategic and operation plans are as follows;

- Institutional development.
- Capacity building of the staff.
- Securing more funds from the Treasury.
- Working in collaboration with civil society organizations, both local and international, which are interested in promoting democracy.
- Encourage citizenry to safeguard universal franchise.

## 6.4. Goals & Related Objectives

The specific objectives to achieve the goals of the Election Commission are given in Table I.

Table 1: Thrust area, Goals and specific objectives

Thrust Area 1: Awareness Raising, Conscientization		
No.	Goals	Specific Objectives
1.	All qualified citizens exercise their franchise fearlessly, freely and confidentially in elections conducted in a free and fair manner.	<p>1.1. 250 one-day citizen education programmes are conducted on existing election laws and election procedures islandwide each year.</p> <p>1.2. Well-trained officials, election observers, police Officials perform their duties effectively in each polling station during elections.</p> <p>1.3. Well trained government officials are engaged in each polling station to conduct elections in an accountable manner.</p> <p>1.4. Electoral Management Officials (EMOs) are active, more competent and more professional in each district by the end of year 2017.</p> <p>1.5. Schools and education institutes both in the public and private sectors are active in educating students on the importance of protecting the franchise by mid- 2018.</p> <p>1.6. All voters understand the electoral procedures clearly and are confident to take part in elections actively.</p>
2.	All citizens realize that exercising franchise is an inalienable right and get involved in the election process actively.	<p>2.1. Intensive voter education programmes are conducted from mid-2017 in all polling divisions on voter registration, inclusiveness, proper ballot marking, and a voters inalienable right to elections.</p> <p>2.2. Media, both electronic and print, is used to the maximum to create awareness on voter rights, voter registration, proper ballot marking.</p> <p>2.3. The subject of "Electoral System and Procedures" is included in the GCE (OL) curriculum under Civic Education by 2020.</p> <p>2.4. Civil Society Organizations (especially Community Based Organizations - CBOs) are selected, trained and used to conduct voter education at Grama Niladhari Division level on the theme "Exercising franchise as an inalienable right"</p> <p>2.5. Citizens appreciate the various methods used by the Election Commission to educate the public on "Exercising franchise is an inalienable right of citizens".</p> <p>2.6. An information distribution server is functioning effectively.</p>

## Thrust area 2: Legal, and Advocacy Work

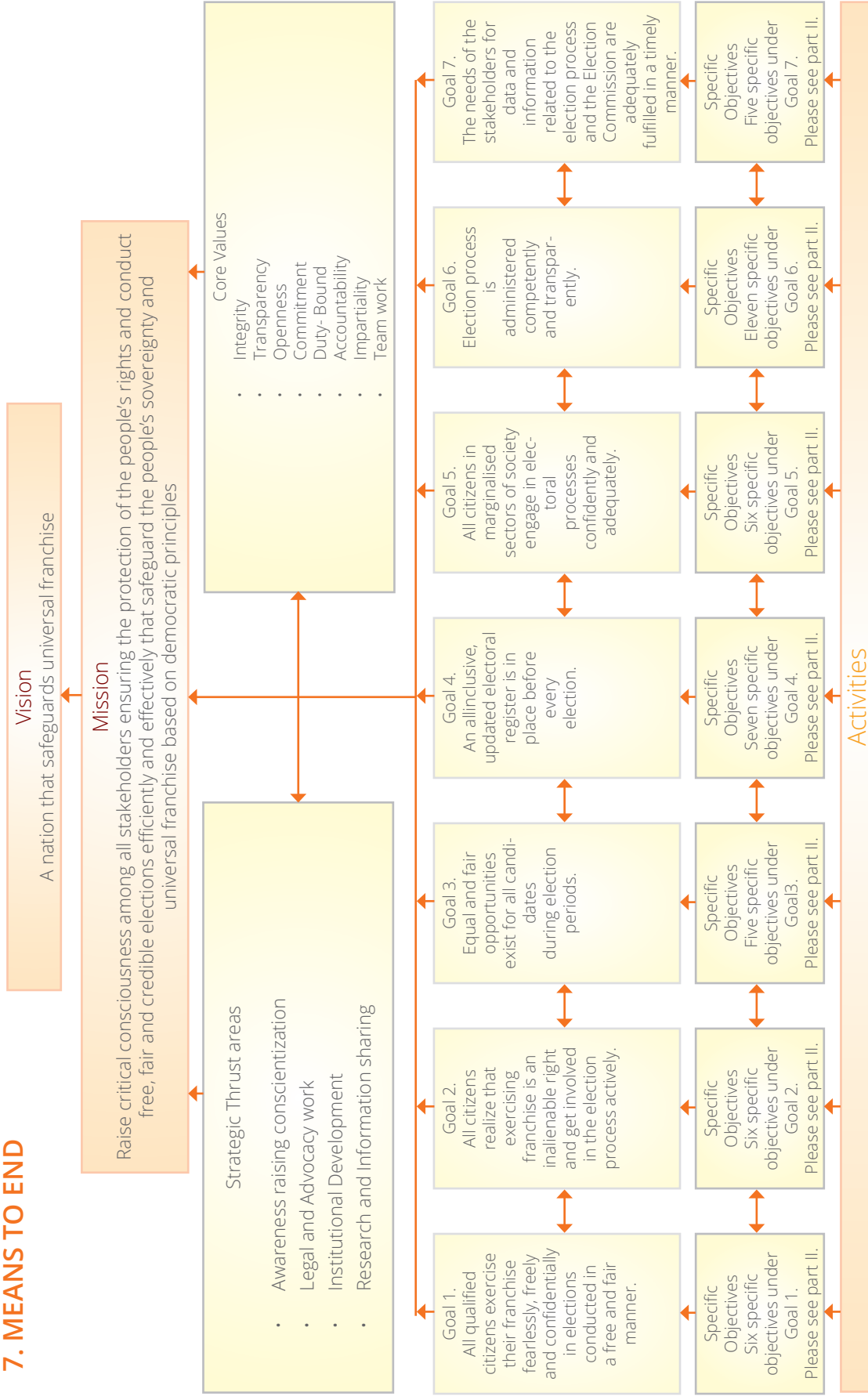
No.	Goals	Specific Objectives
3.	Equal and fair opportunities exist for all candidates during election periods.	<b>3.1.</b> New legal provisions relating to the election process and revisions of registration of electors are introduced and existing laws are reformed by 2020.
		<b>3.2.</b> A well planned mechanism is established to ensure that all candidates submit income sources for their campaigns and limit all expenditure to the legally prescribed ceilings.
		<b>3.3.</b> A unit with authority to inquire into any malpractices and/or breach of laws and to bring those who are responsible before courts in co-operation with relevant investigative agencies is established by end of 2017.
		<b>3.4.</b> Usage of state resources, public properties, whether officially or unofficially by candidates is prevented.
		<b>3.5.</b> Number of election related violence which prevailed in 2015 is reduced at least by 90% in 2020.
4.	An all-inclusive, updated electoral register is in place before every election.	<b>4.1.</b> Citizens realize that universal suffrage is of paramount importance to protect the sovereignty of the people and therefore promote others to get registered.
		<b>4.2.</b> Eligible citizens are enumerated through house to house enumeration from 1 <sup>st</sup> June to 15 <sup>th</sup> August in all electoral districts each year.
		<b>4.3.</b> Eligible overseas electors are included from 1 <sup>st</sup> June to 15 <sup>th</sup> August in the electoral register by registering them every year.
		<b>4.4.</b> Upon the introduction of necessary legal provisions, with regard to the revision of electoral register, a supplementary register of electors is prepared to ensure the inclusion of all youth who become eligible on attainment of 18 years age as at the date of proclamation of an election, in the voters register by 2018.
		<b>4.5.</b> An ICT policy to ensure inclusiveness of all citizens is in place by 2018.
		<b>4.6.</b> An ICT mechanism to involve/engage citizens, ensuring a participatory approach through out the election process is developed.
		<b>4.7.</b> Real time online voters' registry allowing citizens to update their own information is in place by 2018.
5.	All citizens in marginalised sectors of society engage in electoral processes confidently and adequately.	<b>5.1.</b> Civil Society Organizations (CSOs) / Community Based Organizations (CBOs) are active in conveying the message to the citizens on the importance of voter rights.

No.	Goals	Specific Objectives
		<p><b>5.2.</b> Public awareness campaigns are launched by EC on voter rights on internationally and nationally celebrated days every year.</p> <p><b>5.3.</b> Women are engaged adequately in the electoral process ensuring gender equity.</p> <p><b>5.4.</b> Youth are enthusiastically and adequately engaged in the electoral process by 2019.</p> <p><b>5.5.</b> Disabled, marginalized, displaced and other such groups are adequately involved in the electoral process without barriers.</p> <p><b>5.6.</b> An improved system to enable electors belonging to essential services, both in the public and private sectors, and who are not granted postal votes, is to caste their votes established by the end 2020.</p>
<b>Thrust Area 3: Institutional Development</b>		
No.	Goals	Specific Objectives
6.	The election process is administered competently and transparently.	<p><b>6.1.</b> A well organized Election Management system is in place to organize, manage and administer all activities related to all elections.</p> <p><b>6.2.</b> A pilot project for electronic voting is introduced by the end of 2019.</p> <p><b>6.3.</b> The Planning Division of the Election Commission is strengthened by the first quarter of 2017.</p> <p><b>6.4.</b> A strong monitoring and evaluation (M&amp;E) mechanism is in place by mid 2017.</p> <p><b>6.5.</b> A well planned mechanism is established to make sure that the Participatory Strategic Plan (PSP) is effectively implemented achieving the set objectives and goals of the Election Commission.</p> <p><b>6.6.</b> A comprehensive human resource mechanism for the Election Commission is effectively implemented by the end of 2017.</p> <p><b>6.7.</b> Well planned staff rewarding and grievance redressing systems are implemented by mid 2017.</p> <p><b>6.8.</b> The existing finance management system is further strengthened with introduction of newly updated systems by end of 2017.</p> <p><b>6.9.</b> Review and develop the existing internal auditing system in line with the new developments at the EC by the end of 2017.</p> <p><b>6.10.</b> An ICT based electoral management system is developed and the required skilled manpower for the election process including the organizational requirements of the Commission is available by mid 2018.</p> <p><b>6.11.</b> An effective (both internal and external) communication system is in place by end of the 2017.</p>

#### Thrust Area 4: Research and Information Sharing

No.	Goals	Specific Objectives
7.	The needs of the stakeholders for data and information related to the election process and the Election Commission are adequately fulfilled in a timely manner.	<b>7.1.</b> A research unit is actively functioning by the mid of 2017.
		<b>7.2.</b> The existing information unit is fully strengthened by the end of 2017 with IT and other necessary equipment.
		<b>7.3.</b> The information unit acts as a fully equipped resource centre by the end of 2017.
		<b>7.4.</b> All election results and reports of both national and international observers are published on the web and made available in both hard and soft forms in the Sinhalese, Tamil and English languages.
		<b>7.5.</b> A one-day public forum to share lessons learned in each major election is organized two months after the election is conducted.

## 7. MEANS TO END



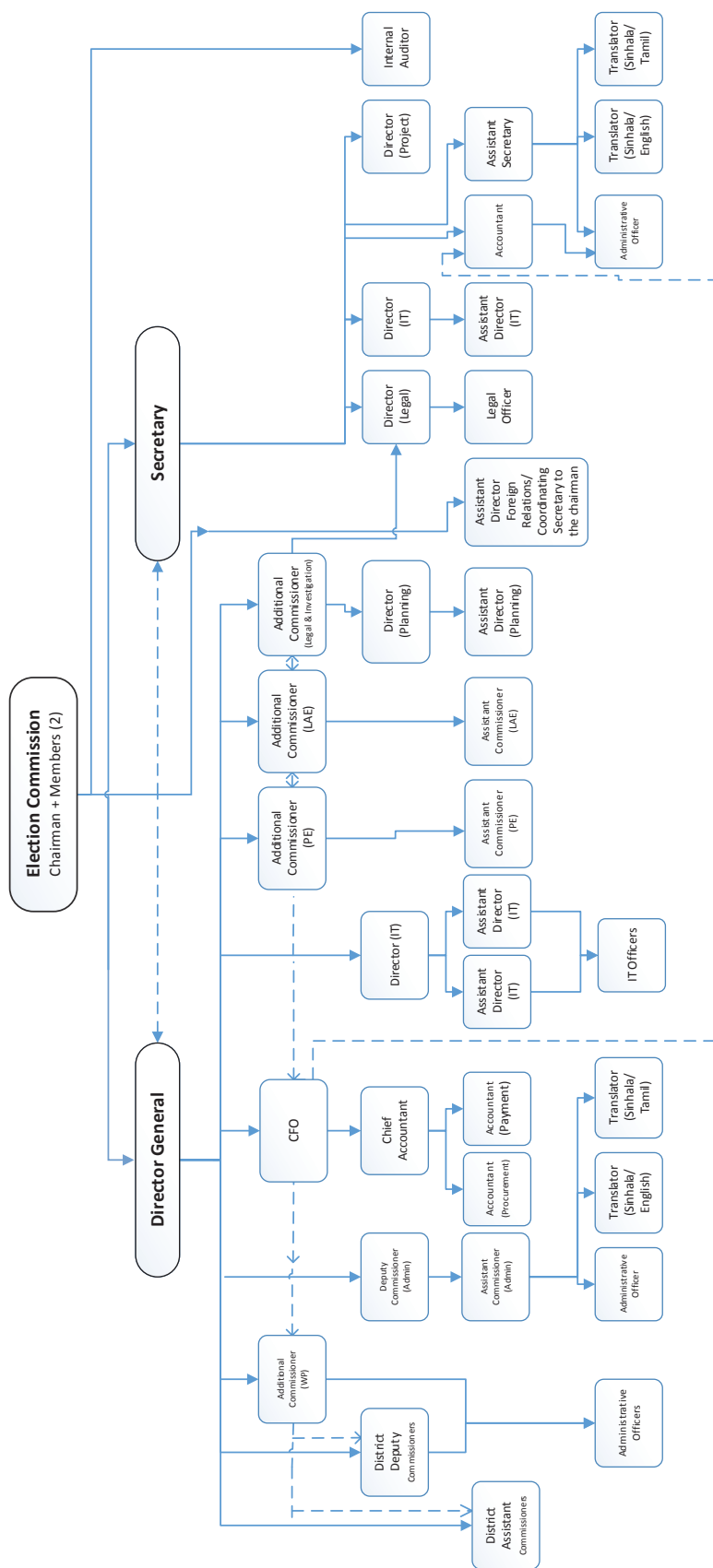
*Means to End, the rational path*

# Participatory Strategic Plan (PSP) Election Commission of Sri Lanka

2017-2020



**Fig. VIII - ORGANISATIONAL STRUCTURE**



## 9. Implementation, Monitoring and Evaluation.

The responsibility of the implementation of the activities of the proposed Participatory Strategic Planning will rest on the relevant heads of the respective sections/divisions with the mandate to conduct review meetings monthly to monitor the progress of implementing the PSP. The action plan developed based on the Logical Frame, which is a live document (Part II the section A), will be used in the implementation process and the indicators for objectives given will be utilized for measuring the progress.

It is indicated in the objectives that a strong monitoring and evaluation (M&E) mechanism is in place by mid 2017 and the existing M&E system which comprises of seven senior officials of the EC (DG, Secretary, Addl CEE, CFO, DP) will be assigned and empowered to fulfill this task. It also proposes to develop key performance indicators (KPI) for each of the major activities; improve existing progress reporting formats to match current needs; enhance the existing progress reviewing system; conduct a mid-term evaluation in each year and conduct an annual comprehensive summative evaluation after completing the planned activities of the PSP. ICT technology will be utilized in monitoring all the activities performed with data and information. The activities, responsibilities, time frame given in Part II - Section B of the action plan define the responsibilities of the officials and their respective divisions.

## 10. Risks and Mitigation

In the action plan, EC has identified and indicated several assumptions under each objective; those could be considered as risks. In addition to the assumptions, there will be other issues and challenges that will arise during the implementation of the plan. There could be constraints in getting the required resources and support from the general public, political parties, and civil society organizations.

In order to mitigate these, actions such as engaging constantly with the government ministries and other relevant institutions will be carried out regularly. The EC also will open a dialogue with political parties and civil society organizations regularly to enhance and update their knowledge on the ongoing process. The EC with its given mandate will be able to seek the necessary support from different international organizations that are committed to protecting democracy to train the staff and acquire the necessary equipment and monetary support, with government approval.

One of the major risks envisaged is the ignorance of the society about their inalienable right of universal franchise. In order to address this crucial issue the EC will conduct critical awareness raising and conscientization programmes for the general public, especially for voters on their democratic rights and the importance of universal franchise that will enhance their political consciousness, and prevent the election of inappropriate representatives.

## PART II

### Major Elements of the Participatory Strategic Plan

#### 1. Section A

<b>Thrust Area 1:</b> <b>Awareness raising, conscientization</b>				
<b>Goal 1:</b> <b>All qualified citizens exercise their franchise fearlessly, freely and confidentially in elections conducted in a free and fair manner.</b>				
<b>Purpose:</b> <b>The island - wide voter turnout in all elections is increased from 65% in 2015 to 85% by year 2020.</b>				
No.	Specific Objectives	Key Activities	Indicators for Objectives	Assumptions
1.	250 one-day citizen education programmes are conducted on existing election laws and election procedures island wide each year.	1.1. Conduct 250 one day education workshops (proportionately) each year to create awareness among citizens on existing election laws and election procedures.	1.1.1. The number of education workshops conducted. 1.1.2. The number of citizens participating in education workshops.	1. Government policy favourable. 2. Keen and high response from the public. 3. All required resources are available. 4. Committed officials are available.
2.	Well-trained officials, election observers, police officials perform their duties effectively in each polling station during elections.	2.1. Conduct fifty one-day training programmes on existing election laws and election procedures for election observers. 2.2. Conduct fifty (50) one - day divisional level training programmes on existing election laws and election procedures for Senior Police officers and a training programme for staff of each police station.	2.1.1. Trained officials perform effectively. 2.1.2. The number of election observers trained. 2.2.1. Trained police officials involved in election work effectively. 2.2.2. The number of police officials trained.	1. Government policy favourable. 2. All required resources are available. 3. Committed and knowledgeable trainers are available. 4. Committed trainees are available and participate in training.

No.	Specific Objectives	Key Activities	Indicators for Objectives	Assumptions
3.	Well trained government officials are engaged in each polling station to conduct the elections in an accountable manner.	3.1. Conduct single day intensive training programmes for selected Government officials on election laws and procedures at each Divisional Secretariat, Divisional Educational Offices and National Schools.	3.1.1. The number of training programmes held. 3.1.2. The number of Government officials trained. 3.1.3. The number of Government officials assigned to polling stations.	1. Government policy favourable. 2. All required resources are available. 3. Committed and knowledgeable trainers are available. 4. Committed officials are available. 5. Committed trainees are available and participate in training.
4.	Electoral Management Officials (EMOs) are active, more competent and more professional in each district by the end of year 2017.	4.1. Fill vacancies; train all EC Staff to enhance their capacity. 4.2. Assign clear responsibilities and duties for EC Staff. 4.3. Provide necessary IT equipment for EC Head Office and district offices.	4.1.1. The number of qualified, professional officials trained and engaged at district level. 4.2.1. Officials perform according to the clearly assigned responsibilities and duties. 4.3.1. The number of EMOs provided with IT facilities and training.	1. Committed and qualified officials are available. 2. Required handholding supports are provided. 3. Committed and knowledgeable trainers are available. 4. Required funds are available 5. Committed and willing trainees are available and participate in training.
5.	Schools and education institutes both in the public and private sectors are active in educating students on the importance of protecting the franchise by mid 2018.	5.1. By mid-2018 to promote the concept of universal franchise and civic rights through student parliament. 5.2. Train and appoint the teacher responsible for civic education as "the coordinator" in each secondary school to promote governance practices among school children with the consultation of Ministry of Education.	5.1.1. School children participating in activities of student parliament in relation to the promotion of democracy and universal franchise enthusiastically. 5.2.1. School coordinators collaborate with EC and send progress reports quarterly.	1. Government policy favourable. 2. The Ministry of Education and Human Rights Commission support the programme. 3. All required resources are available. 1. Positive response from the Ministry of Education and Human Rights Commission extended. 2. Committed teachers and officials available. 3. All required resources are available.

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No.	Specific Objectives	Key Activities	Indicators for Objectives	Assumptions
		5.3.Organise national art/ essay/ quiz/ competitions and debates among school children on the importance of protecting the franchise.	5.3.1.Both parents and school children appreciate the activity with enthusiasm.	4.Positive response and cooperation from schools management; Education Ministry; parents and teachers extended.
		5.4.Conduct seminars on universal franchise and civic rights at public and private vocational and higher educational institutes.	5.4.1.The number of training programmes conducted.	5.Positive response from public and private vocational and higher educational institutes received.
6.	All voters understand the electoral procedures clearly and are confident in take part in elections actively.	6.1.Provide a simple, reader - friendly electoral procedure instruction booklet to each household in their languages.	6.1.1.Disputes and disagreements between officials and voters are minimized. 6.1.2.Electoral activities are conducted relatively smoothly.	1.Committed Election officials are available. 2.Knowledgeable and capable writers are available. 3.All required resources are available. 4. Government policy is favourable.

Goal 2: All citizens realize that exercising franchise is an inalienable right and get involved in the election process actively.				
Purpose: Level of understanding and internalizing of the concept of universal franchise and it's importance as a civic right is increased among the active electors through a series of awareness programmes and they involve themselves in the election process in meaningful manner.				
No.	Specific Objectives	Key Activities	Indicators for Objectives	Assumptions
1.	Intensive voter education programmes are conducted from mid-2017 in all polling divisions on voter registration, inclusiveness, proper ballot marking, and voter's inalienable right to elections.	<p>1.1. Hold three (03) to five (05) one-day voter education programmes for selected community leaders in each polling division depending on the geographical size, population and ethnic composition of the division, on voter registration; inclusiveness; proper ballot marking; and voter's inalienable right to elections.</p> <p>1.2. Election Commission will initiate overseas voting for eligible Sri Lankan voters in national elections within the parameters provided in the law.</p> <p>1.3. Encourage citizens who possess other forms of identity cards to obtain National Identity Cards.</p>	<p>1.1.1. The number of voter education programmes held.</p> <p>1.1.2. The number of community leaders attending the programmes.</p> <p>1.1.3. The number of Community Based Organizations (CBOs) participating.</p> <p>1.2.1. The number of eligible Sri Lankan voters who live abroad.</p> <p>1.3.1. Awareness programmes conducted by Registration of Persons Department.</p>	<p>1. High response from Community Based Organizations.</p> <p>2. All required resources are available.</p> <p>3. Committed officials are available.</p> <p>4. Capable civic/electoral educators are available.</p> <p>5. Government policy is favorable.</p> <p>1. Positive response and co-operation from all Sri Lankan embassies.</p> <p>2. Co-operation of Sri Lankans living abroad extended.</p> <p>3. Positive response extended from Registration of Persons Department.</p> <p>4. Government policy favorable.</p>
2.	Media, both electronic and print is used to the maximum to create awareness on voter rights, voter registration; proper ballot marking.	<p>2.1. Organize ten (10) one-day orientation cum training programmes for both electronic and print media personnel on voter rights. Voter registration, proper ballot marking.</p>	<p>2.1.1. The number of training programmes held</p> <p>2.1.2. The number of media personnel trained.</p>	<p>1. High and positive response from media institutions.</p> <p>2. Committed media personnel available.</p> <p>3. Committed and knowledgeable trainers are available.</p>

No.	Specific Objectives	Key Activities	Indicators for Objectives	Assumptions
3.	The subject of "Electoral System and Procedures" is included in the GCE (O/L) curriculum under Civic Education by 2020.	3.1. Expedite discussions with the Ministry of Education from mid-2017 regarding the necessity of including the subject in the curricula.	3.1.1. The number of discussions held with Education Ministry	4. Committed and willing trainees are available and participate in training. 5. Positive and high response from the Ministry of Education. 6. Government policy favourable. 7. Committed officials available.
		3.2. Assist Ministry of Education to develop the curriculum on electoral system and procedures.	3.1.2. Government circular introducing the subject of Electoral System and Procedures. 3.2.1 GCE (O/L) curriculum with Electoral System and Procedures introduced.	
		3.3. Assist Ministry of Education to train teachers assigned to teach the curriculum effectively.	3.3.1. The number of teachers trained	
4.	Civil Society Organizations (CSOs) (especially Community Based Organizations CBOs) are selected, trained and used to conduct voter education at Grama Niladhari Division level on the theme "Exercising franchise is an inalienable right".	4.1. Organise one-day training programme for CBO leaders involved in election observation in each polling division on "right to vote".	4.1.1. The number of persons trained in CSOs/CBOs. 4.1.2. Reports from CSOs/CBOs on the number of GN level programmes conducted.	1. Committed CSOs/CBOs are available. 2. All necessary resources are available. 3. Government policy is favorable. 4. Committed and knowledgeable trainers are available. 5. Committed and willing trainees are available and participate in training.
5.	Citizens appreciate the various methods used by the Election Commission to educate the public on "Exercising franchise is an inalienable right of citizens".	5.1. Produce a series of short tele documentaries / animated video clips on the theme of "Exercising franchise is an inalienable right of citizens" and telecast them through electronic media and publish them through social media.	5.1.1. Availability of documentaries on voter education. 5.1.2. The number of producers trained. 5.1.3. The number of times the tele series telecasted.	1. Government policy is favourable. 2. All necessary resources are available. 3. Committed and resourceful producers are available. 4. TV stations, both Government & private engage committedly.



No.	Specific Objectives	Key Activities	Indicators for Objectives	Assumptions
6.	An information distribution server is functioning effectively.	5.2.Prepare six (06) colourful different notifications on the theme "Exercising franchise is an inalienable right of citizens" in all three languages and display them at strategic public places/ digital displays in sign languages as well.	5.2.1.The number of strategic areas where different notifications are exhibited.	1.Government policy is favourable. 2.All necessary resources are available. 3.Committed and resourceful technical personnel are available.
		5.3. Prepare short colourful stickers on the theme "Exercising franchise is an inalienable right of citizens" and distribute among citizens.	5.3.1.The message "Exercising right of citizens" reaches every nook and corner of the country.	
		6.1.Send SMS messages, through mobile communication service providers to their subscribers on the theme of "Exercising franchise is an inalienable right of citizens"	6.1.1.The number of messages sent. 6.1.2.The number of subscribers connected.	
				1.Government policy is favourable. 2.All necessary resources are available. 3.Committed and resourceful technical personnel are available.

## Thrust area 2: Legal, and Advocacy Work

## Goal 3:

Equal and fair opportunities exist for all candidates during election periods.

## Purpose:

A conducive environment is created by 2020 to conduct elections in a free and fair manner through implementing all legal precautions with the help of the stakeholders.

No.	Specific Objectives	Key Activities	Indicators for Objectives	Assumptions
1.	New legal provisions relating to the election process and revision of registration of electors are introduced and existing laws are reformed by 2020.	<p><b>1.1.</b> Assist Parliamentary Select Committee and other relevant authorities to strengthen the legal procedures related to the election process.</p> <p><b>1.2.</b> Empower the Election Commission to implement laws and regulations effectively.</p> <p><b>1.3.</b> Publish amended and new legal provisions in the official website of the Election Commission and in print form for public use.</p> <p><b>1.4.</b> Initiate discussions with recognised political parties and the Government to introduce an election calendar to minimize cost and disruption due to unscheduled elections.</p>	<p><b>1.1.1.</b> Parliamentary Select Committee considers the proposals of Election Commission.</p> <p><b>1.2.1.</b> Trained officials actively collaborate with relevant authorities to implement the laws.</p> <p><b>1.3.1.</b> Amended and new legal provisions available</p> <p><b>1.3.2.</b> Number of times published in the website and in print media.</p> <p><b>1.4.1.</b> Cost of elections is reduced significantly due to the election calendar and disruptions are minimized.</p>	<p><b>1.</b> Government policy favourable.</p> <p><b>2.</b> Ministry of Justice is cooperative and positive.</p> <p><b>3.</b> Parliamentary Select Committee and other relevant authorities are committed.</p> <p><b>4.</b> Committed and trained officials are available.</p> <p><b>1.</b> Political parties are supportive.</p> <p><b>2.</b> Government policy favourable.</p> <p><b>3.</b> Ministry of Justice is cooperative and positive.</p> <p><b>4.</b> Parliamentary Select Committee and other relevant authorities are committed.</p> <p><b>5.</b> Committed officials available.</p>

No.	Specific Objectives	Key Activities	Indicators for Objectives	Assumptions
2.	A well planned mechanism is established to ensure that all candidates submit income sources for their campaigns and limit all expenditure to the legally prescribed ceilings.	2.1.Introduce a set of regulations on campaign expenditure and source of funds for election candidates.	2.1.1.Party secretaries issue guidelines to the candidates.	1.Government policy favourable. 2.arty secretaries are favourable and committed to the cause. 3.High response from party secretaries and candidates. 4.Media response is high and committed media personnel available. 5.Highly competent officials are available. 6.Judicial agencies respond favourably. 7.Committed judicial officials available.
		2.2.Conduct one-day seminar in each electorate for election observers on campaign expenditure and source of funds for the candidates.	2.2.1.Election observers participate in the seminars conducted.	
		2.3.Conduct one-day seminar at provincial level for candidates on campaign expenditure and source of funds for the candidates.	2.3.1.Candidates comply with the election rules.	
		2.4.Introduce a legally prescribed limit for the election candidates on all expenditure relating to the election campaign in consultation with the political parties.	2.4.1.sources of campaign expenditure are submitted by candidates.	
		2.5.Propagate election legal provisions, regulations and guidelines through print and electronic media.	2.5.1.Media gives adequate propaganda to the legal provisions, regulations and guidelines.	
		2.6.Investigate whether candidates complain with the election law.	2.6.1.Unit established to inquire into malpractices or breach of law is active.	
		2.7.Initiate legal action against those who do not comply with the election law.	2.7.1.Relevant law enforcing authorities to consider the complaints made by the Election Commission.	

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No.	Specific Objectives	Key Activities	Indicators for Objectives	Assumptions
3.	A unit with authority to inquire into any malpractices and/or breach of laws and to bring those who are responsible before courts in cooperation with relevant investigative agencies is established by end of 2017.	3.1.Establish a unit comprising of relevant qualified staff with authority to inquire into malpractices.	3.1.1.Number of qualified staff and consultants recruited and trained.	1.Government policy favourable. 2.Highly committed officials with integrity available. 3.All required resources are available. 4.All required equipment and structural facilities are available.
		3.2.Provide an adequate office space with necessary furniture and equipment to the unit with authority to inquire into malpractices.	3.2.1.Availability of a fully equipped office.	
		3.3.Demarcate clear roles and responsibilities of the unit with authority to inquire into malpractices and provide orientation on scope of work.	3.3.1.The number of orientation programmes held. 3.3.2.The number of inquiries made and persons brought before the court.	
		3.4.Use ICT tools to monitor adherence to the regulatory framework by candidates.	3.4.1.Online complaint reporting and tracking system 3.4.2.Develop IT system for media monitoring	
		4.1.Educate party secretaries, active politicians and relevant Government officials through a series of national level one-day workshops on relevant laws and action that can be taken against illegal usage of public properties for election purposes.	4.1.1.The number of party secretaries, active politicians and relevant Government officials attending the education programmes.	
4.	Usage of state resources, public properties, whether officially or unofficially by candidates is prevented.	4.2.Issue a joint declaration with party secretaries and leaders on maintaining law and order before every election.	4.2.1.The number of parties which signed the declaration.	1.Government policy favourable. 2.Committed and straightforward officials are available. 3.All resources are available. 4.All party secretaries, active politicians and relevant government officials are positive and committed. 5.Committed legal personnel available.

No.	Specific Objectives	Key Activities	Indicators for Objectives	Assumptions
5.	Number of Election related violence which prevailed in 2015 is reduced at least by 90% in 2020.	<p><b>5.1.</b>Conduct effective awareness programs for general public, candidates, political activists and party leaders on no violence campaigns with the collaboration of election observer groups, police, media and Human Rights Commission.</p>	<p><b>5.2.1.</b>Reported post election violence is minimal.</p> <p><b>5.2.2.</b>Election Commission appreciates the role of party leaders, candidates, voters and especially the police and armed forces.</p>	<p><b>1.</b>Government policy favourable.</p> <p><b>2.</b>Committed officials are available.</p> <p><b>3.</b>Police and army officials are committed to maintain law and order.</p> <p><b>4.</b>General public is highly co-operative.</p> <p><b>5.</b>Party leaders and candidates are highly supportive.</p>
		<p><b>5.2.</b>Engage an adequate number of trained police officers in each polling division to provide protection.</p>	<p><b>5.2.1.</b>The number of training sessions held for Police officers.</p> <p><b>5.2.2.</b>The number of trained Police officers engaged in polling divisions.</p>	

Goal 4. An all-inclusive, updated electoral register is in place before every election.				
Purpose: An all-inclusive, updated voter list is prepared in time without eliminating any citizen qualified to be an elector.				
No.	Specific Objectives	Key Activities	Indicators for Objectives	Assumptions
1.	Citizens realize that universal suffrage is of paramount importance to protect the sovereignty of the people and therefore promote others to get registered.	<p>1.1. Conduct a civic education programme in each polling division for a period of one hundred days commencing from 1st June of each year, along with commemoration of the Voter's Day.</p> <p>1.2. Produce and telecast a TV programme on voter registration and universal suffrage.</p> <p>1.3. Produce and air a series of short radio jingles (10 jingles) on voter registration and universal suffrage.</p>	<p>1.1.1. The number of civic education programmes conducted.</p> <p>1.1.2. The number of Divisional Secretariat areas covered.</p> <p>1.2.1. The number of TV programmes produced and telecast on voter registration and universal suffrage.</p> <p>1.3.1. The number of radio jingles aired on voter registration and universal suffrage.</p>	<p>1. Government policy is favourable.</p> <p>2. Response of the general public is positive.</p> <p>3. Media supportive.</p> <p>4. All required resources are available.</p> <p>5. All institutions, both public and private cooperate and support.</p> <p>6. Committed officials are available.</p> <p>7. Capable civic/electoral educators are available.</p>
2.	Eligible citizens are enumerated through house to house enumeration from 1st June to 15th of August in all electorates each year.	<p>2.1. Orientate and engage a lead staff in each district to enumerate voters effectively.</p>	<p>2.1.1. The number of staff receiving orientation.</p>	<p>1. Committed and resourceful officials are available.</p> <p>2. Eligible electors in all districts extend their fullest cooperation.</p> <p>3. All required resources are available</p>
3.	Eligible overseas electors are included from 1st June to 15th August the electoral register by registering them in every year.	<p>3.1. Implement a special programme in each of the Embassy/High Commission in each year to include eligible electors living overseas.</p>	<p>3.1.1. The number of eligible electors living overseas included.</p>	<p>1. Government policy favourable.</p> <p>2. Committed officials are available.</p> <p>3. Eligible electors living overseas are cooperative.</p> <p>4. Sri Lankan Embassies and High Commissions are cooperative.</p> <p>5. All required resources are available.</p>

No.	Specific Objectives	Key Activities	Indicators for Objectives	Assumptions
4.	Upon the introduction of necessary legal provisions, with regard to the revision of electoral register, a supplementary register of electors is prepared to ensure the inclusion of all youth who become eligible on attainment of 18 years age as at the date of proclamation of an election, in the voters register by 2018.	4.1.Prepare a supplementary electors' list which includes the names of all citizens who are qualified on the date of commencing the revision of the register and whose names are not included in the certified and available/current electors' list (in a situation where the registration process is already completed and an election is announced, to enable those who are qualified, to vote but are not registered to cast their votes ).	4.1.1.The number of qualified citizens registered in the supplementary register.	1.Government policy favourable. 2.Committed and capable officers are available. 3.A practical and doable time frame is developed.
5.	An ICT policy to ensure inclusiveness of all citizens is in place by 2018.	5.1.Setup and function a social media unit. 5.2.Define the scope/ content/ involvement mechanism for incorporating social circles for the electoral process. 5.3.Develop and maintain an official blog site.	5.1.1.Social media unit established. 5.2.1. The number of initiatives conducted with the social circles. 5.3.1.Established Blog site available.	1.Committed and competent IT officials are available. 2.Support of the smart circles is assured. 3. Required ICT skilled labour is in place. 4.All required equipment and resources are available.
6.	An ICT mechanism to involve/engage citizens, ensuring a participatory approach through out the election process is developed.	6.1.Formulate an ICT policy for the Election Commission.	6.1.1. ICT policy is at implementation level.	1.Government policy is favourable. 2.Capable policy formulators are available.
7.	Real time online voters' registry allowing citizens to update their own information is in place by 2018.	7.1.Develop an online voter registry to ensure inclusiveness of all citizens of Sri Lanka.	7.1.1.Availability of the online voter's registry.	1.Committed and qualified IT officials are available. 2.Citizens are knowledgeable on online voter registry system.



**Goal 5:**  
All citizens in marginalized sectors of society engage in electoral processes confidently and adequately.

**Purpose:**  
Participation of women, the disabled, numerical minority and other marginalised groups is increased by 2020 under a legally, socially and culturally protected environment.

No.	Specific Objectives	Key Activities	Indicators for Objectives	Assumptions
1.	Civil Society Organizations (CSOs)/ Community Based Organizations (CBOs) are active in conveying the message to the citizens on the importance of voter rights.	1.1. Develop training materials and case studies to utilise in training programmes.	1.1.1. The number of leaders and trainers of CSOs and CBOs trained.	1. CSOs/CBOs are highly responsive and committed.
		1.2. Conduct a one-day training programme in each of the polling divisions for leaders and trainers of CSOs and CBOs on voter rights.	1.1.2. The number of training programmes conducted.	2. Qualified trainers are available.
		1.3. Assist CSOs and CBOs to implement advocacy programmes on voter rights.	1.2.1. The number of training materials and case studies developed.	3. All required resources are available.
		1.4. Implement solidarity work with the electoral stakeholders to conduct credible elections.	1.3.1. The number of CSOs and CBOs conducting advocacy programmes on voter rights. 1.3.2. The number of advocacy programmes conducted on voter rights.	4. Committed officials are available.
2.	Public awareness campaigns are launched by EC on voter rights on internationally and nationally celebrated days every year.	2.1. Conduct seminars on voter rights on International days such as Human Rights, Women Teachers days etc. at electorate level.	1.4.1. Solidarity work programmes developed with electoral stakeholders.	1. All required resources are available.
			2.1.1. The number of seminars conducted on voter rights at electoral level.	2. Committed and capable officials are available.

No.	Specific Objectives	Key Activities	Indicators for Objectives	Assumptions
3.	Women are engaged adequately in the electoral process ensuring gender equity.	<p><b>3.1.</b>Facilitate an advocacy process by end-2017 with the CSOs to convince the Parliamentary Select Committee to recommend a 25% quota for women in provincial council and Parliamentary elections as well.</p> <p><b>3.2</b>Promote political parties to ensure that at least 20% of the office bearers are women in the party.</p> <p><b>3.3.</b>Train at least two executive level officials of the Election Commission on the subject of gender to promote gender sensitisation activities and to facilitate relevant stakeholders to ensure gender rights.</p>	<p><b>3.1.1.</b>The number of advocacies held by CSOs.</p> <p><b>3.1.2.</b>The number of women leaders who participated.</p> <p><b>3.1.3.</b>The number of CSOs which participated in the advocacies.</p> <p><b>3.2.1.</b>At least 20% of the office bearers of political parties are women.</p> <p><b>3.3.1.</b>Political parties and women groups appreciate the work of the Election Commission.</p> <p><b>3.3.2.</b>The number of gender sensitive programmes designed and conducted.</p>	<p>1.Government policy is favourable.</p> <p>2.Committed women leaders and Women's Organisations are available.</p> <p>3.Committed youth leaders from both sexes are available.</p> <p>4.All required resources are available.</p> <p>5.Committed and capable gender trainers/officials are available.</p> <p>6.Committed and willing trainees are available.</p> <p>7.Political parties are favourable.</p>
4.	Youth are enthusiastically and adequately engaged in the electoral process by 2019.	<p><b>4.1.</b>Conduct six (06) awareness creation programmes for members of Youth Parliament of National Youth Services Council on voter rights.</p> <p><b>4.2.</b>Train and develop a pool of youth trainers (25) by end 2017 to conduct programmes on the theme of "Youth and the Vote" in each polling division.</p>	<p><b>4.1.1.</b>The number of awareness programmes conducted.</p> <p><b>4.1.2.</b>The number of youth Parliamentarians of NYSC who participated in the programme.</p> <p><b>4.2.1.</b>The number of training programmes held.</p> <p><b>4.2.2.</b>The number of youth trained on the theme of "Youth and the Vote".</p>	<p>1.Government policy is favorable.</p> <p>2.Committed Youth Organizations are available.</p> <p>3.Committed youth leaders from both sexes are available.</p> <p>4.All required resources are available.</p> <p>5.Qualified trainers are available.</p> <p>6.Committed and willing trainees are available.</p>

No.	Specific Objectives	Key Activities	Indicators for Objectives	Assumptions
5.	Disabled, marginalized, displaced and other such groups are adequately involved in the electoral process without barriers.	5.1. Conduct a desk survey to identify number of disabled persons who encounter difficulties in casting their votes.	5.1.1. Data on disabled persons who find difficulties in casting their votes available.	1. Government policy is favourable. 2. Committed officials are available. 3. CSOs/CBOs working for disabled persons support and engage in the programme. 4. Prison Department and related institutes extend their support and engage in the programme. 5. All required resources are available. 6. Public awareness and response are positive and favourable.
		5.2. Make special arrangements to provide voting facilities for the internally displaced persons (IDPs).	5.2.1. Complaints from IDPs or political parties about difficulties encountered by the IDPs in casting their votes reduced.	
		5.3. Conduct a desk survey to identify number of remanded prisoners and obtain the data from prison department.	5.3.1. Number of remanded prisoners identified. 5.3.2. Data regarding remanded prisoners available.	
		5.4. Systematise the voting facility for remanded prisoners.	5.4.1. A systematised and special voting facility is available for remanded prisoners to cast their vote.	
		5.5. Conduct a comprehensive survey to identify the portion of Gypsies, Adivasi, Telegu, Malayalam groups and street dwellers in the total population.	5.5.1. A comprehensive database on Gypsies and street dwellers is available.	
		5.6. Systematise the process of registering the names in the electors' list and provide voting facility for the, Gypsies, Adivasi, Telegu, Malayalam groups and street dwellers.	5.6.1. Electors who belong to Gypsies, Adivasi, Telegu, Malayalam groups and street dwellers cast their votes without impediments. .	
		5.7. Explore legal provisions to provide same day but in a specific location voting facility for public and private sector persons engaged in essential services, in a specific location on the same day.	5.7.1. A new method of voter registration system is adopted and implemented for all such communities for casting their votes in the same polling station.	
				1. Government policy is favourable. 2. Committed officials are available. 3. Gypsies, Adivasi, Telegu, Malayalam and street dwellers are cooperative. 4. All required resources are available. 5. Public awareness and response is positive and favourable. 6. A new method of voter registration system is available. 7. A voting system is initiated for Gypsies, Adivasi, Telegu and Malayalam groups for casting their votes in the same polling station.

No.	Specific Objectives	Key Activities	Indicators for Objectives	Assumptions
6.	An improved system to enable electors belonging to essential services, both in the public and private sectors and who are not granted postal votes, is to cast their votes established by the end 2020	6.1. Prepare and submit a proposal to the Parliamentary Select Committee to consider the voting facility (same day in a specific location) that enables employees in essential services both in the Government and private sectors to cast their ballot.	6.1.1. Parliamentary select committee considers the proposals of the Election Commission on same day in a specific location voting facility.	1. Response of the Parliamentary Select Committee is positive to Election Commission proposals. 2. Government policy is favourable.

## Thrust Area 3: Institutional Development

## Goal 6:

The election process is administered competently and transparently.

## Purpose:

The Capacity of the Election Commission is enhanced with appropriate systems, new technologies and competencies by end 2018.

No.	Specific Objectives	Key Activities	Indicators for Objectives	Assumptions
1.	A well organised Election Management system is in place to organise, manage and administer all activities related to all elections.	<p>1.1.Prepare district level logistic plan for each and every election, administer and monitor the same.</p> <p>1.2.Select and recommend election officials to Election Commission for mobilization.</p> <p>1.3.Develop the existing system of notifying the logistic arrangements to the relevant election officials one week prior to the Election.</p> <p>1.4.Ensure effective use of the existing checklists on all stages, tailored to: the responsibilities of individual staff members; activities at locations and overall monitoring of activities.</p>	<p>1.1.1.Fully descriptive logistical plans available for conduct of elections.</p> <p>1.2.1.Competent and efficient officials are selected for mobilisation.</p> <p>1.3.1.All officials aware of the logistical arrangements.</p> <p>1.4.1.Lesser complaints on logistical issues.</p> <p>1.4.2.Increased efficiency in all electoral functions.</p>	<p>1.Government policy is favourable.</p> <p>2.All required resources are available.</p> <p>3.Competent, committed and efficient officials are available.</p> <p>4.Election Commission's officials are committed in enhancing the smooth conduct of the elections.</p>
2.	A pilot project for electronic voting is introduced by the end of 2019.	<p>2.1.Initiate discussion with Parliamentary Select Committee in mid-2017 on introducing an electronic voting system.</p> <p>2.2.Organize a fact finding mission by end of 2017 to a country where an electronic voting system is applied, to learn about the practicability of the system in Sri Lanka.</p>	<p>2.1.1.Approval of the Parliamentary Select Committee in mid-2018 to introduce the electronic voting system to Sri Lanka.</p> <p>2.2.1.Report of the fact finding mission with regard to the electronic voting system.</p>	<p>1.Government policy is favourable.</p> <p>2.All required resources are available.</p> <p>3.Parliamentary Select Committee approves the electronic voting system.</p> <p>4.Committed and well trained officials are available.</p> <p>5.Positive response and support gained from general public.</p>

No.	Specific Objectives	Key Activities	Indicators for Objectives	Assumptions
3.	The Planning Division of Election Commission is strengthened by first quarter of 2017.	2.3.Introduce legal provisions to use e-voting through an act of Parliament	2.3.1.Amended law in force for the use of e-voting.	1.All officials are cooperative and committed.
		2.4.Conduct a series of public education programmes to make people aware of the new system.	2.4.1.Number of education programmes conducted.	2.All resources required are available.
		2.5.Pilot the electronic voting system in five (05) polling divisions by end 2019.	2.5.1.Number of electronic voting systems piloted by 2019	3.Legal provisions in place for e-voting.
4.	A strong monitoring and evaluation (M&E) mechanism is in place by mid 2017.	3.1.Recruit/allocate adequate number of officials including minimum of two executive officers for the planning division of the Election Commission and train them on effective implementation of the PSP.	3.1.1.Two trained officials are active in the division.	4.IT expertise is available.
		4.1.Strengthen the existing M&E system to meet current needs.	4.1.1.Availability of an enhanced M&E system to meet current needs.	1.Government policy is favourable.
		4.2.Develop Key Performance Indicators (KPI) for each of the major activities and monitor performance.	4.2.1.Key Performance Indicators (KPI) area available for each major activity and measured.	2.All resources required are available.
		4.3.Improve existing progress reporting formats to meet current needs.	4.3.1.Availability of improved reporting formats to meet current needs.	1.Committed and qualified services of the evaluators are available.
		4.4.Enhance the existing progress reviewing system	4.4.1.Availability of an enhanced progress reviewing system.	2.All resources required are available.
		4.5.Conduct a mid-term evaluation in each year.	4.5.1.Mid-term evaluation report and number of changes or improvements made.	1.Committed and qualified services of the evaluators are available.

# Participatory Strategic Plan (PSP)

Election Commission of Sri Lanka

No.	Specific Objectives	Key Activities	Indicators for Objectives	Assumptions
5.	A well planned mechanism is established to make sure that the Participatory Strategic Plan (PSP) is effectively implemented achieving the set objectives and goals of the Election Commission.	4.6. Conduct an annual comprehensive summative evaluation after completing the planned activities of the PSP.	4.6.1. Report of the comprehensive summative evaluation.	<p>1. Qualified and committed officials are available.</p> <p>2. All required resources are available.</p> <p>3. Entire EC staff including minor workers are fully aware of the action plan of EC and engages committedly.</p>
		5.1. Convert the PSP Planning Committee into an Implementation Committee.	5.1.1. Number of officials in the Implementation Committee with responsibilities and tasks to perform.	
		5.2. Organise a national event to educate public, politicians and the officials of the PSP. (by end of 1 <sup>st</sup> Quarter 2017)	5.2.1. The evaluation report of the event conducted.	
		5.3. Conduct three (03) awareness creation programmes for the entire EC staff to make them aware of the PSP. (by end of 1 <sup>st</sup> Quarter 2017)	5.3.1. Entire EC staff including minor workers discusses and internalises the PSP of the Election Commission.	
		5.4. Use experience gained from PSP exercise to fulfill the requirement of the Government regarding the "Result Based Planning".	5.4.1. Election Commission prepares result based planning based on the PSP.	
		5.5. Conduct monthly review meetings by the Implementation Committee to review the progress of implementing the PSP.	5.5.1. Number of Implementation Committee meetings and number of decisions made based on PSP.	
		5.6. Submit a progress as well as a financial report to the Commission's Secretariat monthly.	5.6.1. Completed progress report and financial report.	



No.	Specific Objectives	Key Activities	Indicators for Objectives	Assumptions
6.	A comprehensive human resource mechanism for the Election Commission is effectively implemented by end of 2017.	6.1. Conduct a training need assessment covering all the staff of EC.	6.1.1. A list of training needs of all staff is available.	1. All officials and the Election Commission are committed. 2. Officials of the Planning Division are operative. 3. All required resources are available.
		6.2. Prepare a comprehensive training plan for the staff of the Election Commission.	6.2.1. Training for the staff is arranged according to the training plan.	
		6.3. Maintain a proper database on human resources for the staff of the Election Commission.	6.3.1. A well maintained database on Human resources available.	
		6.4. Revise job descriptions of all staff to match their current tasks.	6.4.1. All categories work according to their revised job descriptions.	1. Staff cooperates with the management. 2. Staff agrees/commits to the performance evaluation system. 3. Required resources are available. 4. Support of the overseas training institutes is secured.
		6.5. Develop the existing annual performance evaluation system for the EC staff.	6.5.1. Number of changes and improvements made after the performance evaluation.	
		6.6. Organize both foreign and local training for the staff based on the human resources plan.	6.6.1. Number of local trainings and number of overseas trainings provided to staff. 6.6.2. Number of staff trained.	
		6.7. Conduct ten (10) orientation programmes to make staff aware of the new roles that they have to perform due to the change of the EMB. (by end of 1 <sup>st</sup> Quarter 2017)	6.7.1. Staff is clear about the changed role of the Election Commission as well as their individual roles.	
		6.8. Recruit/allocate an official who is willing to work as a trainer by early 2017 and provide him/her an adequate training to manage the training unit.	6.8.1. A confident and committed trainer is managing the unit.	
		6.9. Plan to establish a Knowledge Management Centre (KM Centre) for the Election Commission by 2020.	6.9.1. An architectural plan with a budget is being discussed with a donor by end 2018 or through the Government	
				1. Facilitators conduct awareness programmes effectively. 2. A capable and committed trainers are available. 3. The Government favours the plan and a donor support is available. 4. All required resources are available.

No.	Specific Objectives	Key Activities	Indicators for Objectives	Assumptions
7.	A well planned staff rewarding and grievance redressing systems are implemented by mid 2017.	7.1.Assess the existing rewarding system for the staff to identify the areas which require to be improved.	7.1.1.Assessment report of the rewarding system for the staff.	1. Government policy is favourable. 2.All resources required are available. 3.Committed system development officials are available.
		7.2.Prepare an attractive rewarding system that will be appreciated by the staff.	7.2.1.An attractive rewarding system is implemented.	
		7.3.Develop a proper grievance redressing system for the staff.	7.3.1.Availability of a proper grievance redressing system, which is appreciated by the staff.	
8.	The existing finance management system is further strengthened with introduction of newly updated systems by end of 2017.	8.1.Conduct training programmes for the staff on financial, procurement, and assets management.	8.1.1.Number of training programmes on financial management conducted.	1.Election Commission officials are committed to strengthening the existing financial management system. 2.Government policy is favourable. 3.All resources required are available. 4.Trained staff available.
		8.2.Preparation of financial planning and budgeting.	8.2.1.Preparation of financial planning and budgeting on due date.	
		8.3.Enhancing financial reporting system with Head Office and District Election Offices.	8.3.1.Implementation of CIGAS and Payroll systems in all District Offices by end of 2017.	
		8.4.Preparation of final accounts with accrual basis and cash basis.	8.4.1.Final accounts submitted for the department of Auditor General on due date.	
		8.5.Introduce and implement a database on election materials and forms.	8.5.1.Availability of a developed database on election materials and forms.	
		8.6.Introduce online assets management system.	8.6.1.Implementation of online assets management system in all District Offices by mid of 2017.	
		8.7.Conduct timely board of surveys each year.	8.7.1.Conducting board of surveys before due date of every year.	

No.	Specific Objectives	Key Activities	Indicators for Objectives	Assumptions
9.	Review and develop the existing internal auditing system in line with new development of the EC.	8.8.Enhancing stores management reporting system with District Election offices.	8.8.1.Enhanced stores management system.	
		8.9.Implement new reimbursement system for payment of election expenses.	8.9.1.Availability of a New reimbursement system.	
		9.1.Review existing audit system and make recommendations for development.	9.1.1.Number of recommendations made. 9.1.2.Number of changes adopted.	1.Election Commission officials are committed to strengthening the existing internal audit system. 2.Government policy is favourable. 3.All resources required are available. 4.Trained staff available.
		9.2.Develop new internal auditing procedure.	9.2.1.Annual internal audit plan.	
		9.3.Conduct training programme for the staff of internal audit.	9.3.1.Number of training programmes and number of trained staff.	
10.	An ICT based electoral management system is developed and required skilled manpower for the election process including the organizational requirements of the Commission is available by mid 2018.	9.4.Initiate new internal audit system in head office and District Offices.	9.4.1.Number of audit assignment conducted.	1.Government policy is favourable. 2.All resources required are available. 3.Trained and qualified ICT staff available. 4.System development is in place.
		10.1.Develop and Implement annual ICT plan.	10.1.1.Availability of the annual ICT Plan.	
		10.2.Re-engineer the internal and core (electoral) processes of the Election Commission.	10.2.1.Re-engineered document and change Management Committee in place.	
		10.3.Develop ICT solutions for re-engineered processes.	10.3.1.Developed ICT modules are available.	
		10.4.Establish an ICT training unit with required resources.	10.4.1.ICT Training Unit and trained staff available.	
		10.5.Develop & Implement solutions for external integrations.	10.5.1.IT solutions and networked institutions are available.	

No.	Specific Objectives	Key Activities	Indicators for Objectives	Assumptions
		<b>10.6.</b> Develop e-services to deliver services of Election Commission.	<b>10.6.1.</b> Number of e-Services available.	
		<b>10.7.</b> Establish Electoral Management Systems (EMS).	<b>10.7.1.</b> Developed EMS system available.	
		<b>10.8.</b> Develop required ICT infrastructure.	<b>10.8.1.</b> Well equipped office space available.	
		<b>10.9.</b> Enhance ICT unit with required resources (Physical/Human).	<b>10.9.1.</b> Availability of a Developed ICT unit.	
		<b>10.10.</b> Formulation and adoption of data sharing policy.	<b>10.10.1</b> Data Sharing policy in place.	
<b>11.</b>	An effective both internal and external, communication system is in place by end of the 2017.	<b>11.1.</b> Reorganise the existing internal communication system with IT facilities to match current needs.	<b>11.1.1.A</b> complete needs analysis report available.	<b>1.</b> Committed, IT experts are available. <b>2.</b> All required resources are available.
		<b>11.2.</b> Strengthen the external communication system with IT facilities to match current needs.	<b>11.2.1.</b> Availability of an updated external communication system with IT facilities.	<b>1.</b> Government policy is favourable. <b>2.</b> All required resources are available. <b>3.</b> Committed ICT/technical officials are available.
		<b>11.3.</b> Improve the communication system with district level election offices.	<b>11.3.1.</b> District level election offices are equipped with modern communication facilities and equipment.	

## Thrust Area 4: Research and Information Sharing

### Goal 7:

The needs of the stakeholders for data and information related to the election process and the Election Commission are adequately fulfilled in a timely manner.

### Purpose:

All necessary policy matters related to the election process are timely researched and historical and current data regarding the policies, election process and Election Commission are documented and available for public through a well-managed data base by end of 2017.

No.	Specific Objectives	Key Activities	Indicators for Objectives	Assumptions
1.	A research unit is actively functioning by the mid of 2017.	<p>1.1. Recruit/engage two capable officers to act as researchers by January 2017.</p> <p>1.2. Prepare a research policy document for the Election Commission.</p> <p>1.3. Carry out a comprehensive research on evolution of election process in Sri Lanka and its future trends by mid-2018.</p>	<p>1.1.1. Two experienced researchers are in place.</p> <p>1.2.1. Policy paper on research is available to takeholders.</p> <p>1.3.1. A donor has positively responded to the proposal submitted.</p> <p>1.3.2. A credible research firm has been identified and the methodology developed.</p> <p>1.3.3. Enumerators trained and engaged in the field.</p> <p>1.3.4. Reviews on the published research report appear in the newspapers.</p>	<p>1. Highly qualified researchers are available.</p> <p>2. All resources required are available.</p> <p>3. Government policy is favourable.</p> <p>4. Support of relevant government ministries, departments is secured.</p> <p>5. Qualified staff in policy research is available.</p> <p>1. Capable and committed officials on policy formulation are available.</p> <p>1. Government policy is favourable.</p> <p>2. All required resources are available.</p> <p>3. Capable and qualified researchers/research firm is available.</p> <p>4. Qualified trainers are available.</p>

No.	Specific Objectives	Key Activities	Indicators for objectives	Assumptions
2.	The existing information unit is fully strengthened by end of 2017 with IT and other necessary equipment.	1.4. Carry out researches on Government policies related to the election process.	1.4.1. Stakeholders consult Election Commission on electoral policies. 1.4.2. Civil society organisations utilise outcomes of policy research done by Election Commission for their advocacy campaigns.	1. Government policy is favourable. 2. Qualified researchers are available. 3. All resources required are available. 4. CSOs are cooperative and engage positively.
		2.1. Recruit/allocate and train a full time staff by mid-2017.	2.1.1. A trained full time staff performs in the unit.	1. Qualified IT experts are available. 2. All resources required are available.
		2.2. Recruit a Publicity manager/consultant to undertake all publicity related activities of the Commission.	2.2.1. A publicity manager/consultant is recruited.	3. Committed officials are available. 4. High literacy rate of citizens is sustained.
		2.3. Publish a quarterly educational magazine (News Letter) to create/enhance political literacy among citizens.	2.3.1. Well-designed quarterly published educational magazine is largely circulated and read by the public enthusiastically.	5. Reading habits of citizens are improved.
		2.4. Provide an adequate office space with necessary furniture and equipment.	2.4.1. A proper office space with furniture and equipment is in place.	
		2.5. Update existing library with relevant international and local books, publications, reports etc. by end of 2017.	2.5.1. The unit and the library are fully functioning. 2.5.2. Citizens visit the unit to make references.	
3.	The Information Unit acts as a fully equipped resource centre by end of 2017.	2.6. Carry out a publicity programme through media and the web on the library facility by mid-2017.	2.6.1. Stakeholders make inquiries and visit both the information unit and the web.	
		3.1. Prepare and collect video clips, case studies etc. on the election process.	3.1.1. Unit engaged in producing and collecting video clips and producing case studies.	1. Government policy is favourable. 2. All resources required available. 3. Committed officials are available.

No.	Specific Objectives	Key Activities	Indicators for objectives	Assumptions
4.	All election results and reports of both national and international observers are published on the web and made available in both hard and soft forms in the Sinhalese, Tamil and English languages.	3.2. Commence a library lending service for the Civil Society Organisations by end 2017.	3.2.1. CSOs borrow case studies and video clips for education purposes.	1. CSOs are cooperative and engage positively.
		4.1. Enhance the user friendliness of announcing election results according to district and electorate facilitating publication.	4.1.1. Availability of categorised, user-friendly election results according to polling division and district basis.	1. Government policy is favourable.
		4.2. Translate compiled results into three languages and publish the results in print/electronic form along with reports of both national and international observers.	4.2.1. Availability of categorised and compiled election results in three languages for publishing in print/electronic media for national and international usage.	2. Committed ICT officials are available.
		4.3. Develop a mobile android app for result distribution.	4.3.1. Developed android app	3. All resources required are available.
5.	A one-day public forum to share lessons learned in each major election is organized two months after the election is concluded.	4.4. Upload elections results and the reports of observer groups into the web in three languages.	4.4.1. Website carrying the reports of the observer groups in three languages.	4. Response of the general public is positive and high.
		5.1. Identify carefully the important events, which could be utilised as lessons and document them within the first month after The election is concluded.	5.1.1. Listed document of important events are used as learning materials.	1. Government policy is favourable.
		5.2. Select a reputed reviewer and orientate him/her how to present the lessons learned with an analysis.	5.2.1. Analytical report of the reviewer on the lessons learnt published.	2. Committed officials are available.
		5.3. Prepare a booklet of lessons learned and a brief analysis in three languages to share with participants.	5.3.1. Availability of the lessons learned on the electoral process in three languages to the stakeholders.	3. All resources required are available.
		5.4. Invite potential participants and journalists in advance.	5.4.1. Number of stakeholders and journalists attended the discussion.	1. Government policy is favourable.
				2. Response of the potential participants and journalists is favourable.



## Activities, Responsibility, Time frame and Cost of the Participatory Strategic Plan

## 2. Section B

Specific Objective No.	Activity No.	Activity	Responsibility	Time frame					
				2017				2018	2019
				Q1	Q2	Q3	Q4		
Key Activities under Thrust Area 1 Goal 1:									
All qualified citizens exercise their franchise fearlessly, freely and confidentially in elections conducted in free and fair manner.									
1.	1.	Conduct 250 one-day education workshops (proportionately) each year to create awareness among citizens on existing election laws and election procedures.	Addl CE(L&I) Dir Legal Dir R&P						
2.	1.	Conduct fifty(50) one-day training programmes on existing election laws and election procedures for election observers.	Addl CE(L&I) Dir Legal Dir R&P						
	2.	Conduct fifty (50) one day Divisional level training programmes on existing election laws and election procedures for Senior Police officers and a training programme for staff of each police station.	Addl CE(L&I) Dir Legal Dir R&P						
3.	1.	Conduct single day intensive training programmes for the selected Govt. officials on election laws and procedures at each Divisional Secretariat, Divisional Educational Offices and National Schools levels.	Addl CE(L&I) Dir Lega Dir R&P						
4.	1.	Fill vacancies; train all EC Staff to increase their capacity.	DG / Sec(EC) DCE/ACE (Admin) Dir R&P						
	2.	Assign clear responsibilities and duties for EC Staff	DGE Sec (EC)						
	3.	Provide necessary IT equipment for EC Head Office and District Offices	DGE Dir ICT Acct (Procu)						

Specific Objective No.	Activity No.	Activity	Responsibility	Time frame					
				2017	2018	2019	2020		
				Q1	Q2	Q3	Q4		
5.	1.	By mid-2018 to promote concept of universal franchise and civic rights through Student Parliament.	Addl CE (PE) Addl CE (WP) ACE (PE) All District						
	2.	Train and appoint the teacher responsible for civic education as "the coordinator" in each secondary school to promote governance practices among school children with the consultation of Ministry of Education.	Addl CE (PE) Addl CE (WP) ACE (PE)						
	3.	Organize a national art/ essay/ quiz competitions and debate among school children on the importance of protecting the franchise.	Addl CE (PE/LAE) ACE (PE) All District Officials						
	4.	Conduct seminars on universal franchise and civic rights at public and private vocational and higher educational institutes.	Addl CE (PE/LAE) ACE (PE) All District Officials						
6.	1.	Provide a simple, reader-friendly electoral procedure instruction booklet to each household in their languages.	DGE Sec (EC) Addl CE (PE)						
<b>Key Activities under Thrust Area 1 Goal 2:</b> <b>All citizens realize that exercising franchise is an inalienable right and get involved in the election process actively.</b>									
1.	1.	Hold three (03) to five (05) one-day voter education programme for selected community leaders in each polling division depending on the geographical size, population and ethnic composition to the division on voter registration; inclusiveness; proper ballot marking; and voter's inalienable right to elections.	DGE Sec (EC) Addl CE (PE)						
	2.	Election Commission will initiate overseas voting for eligible Sri Lankan voters in national elections within the parameters provided in the law.	EC Sec (EC) AC (Admin)						

# Participatory Strategic Plan (PSP)

Election Commission of Sri Lanka

2017-2020

Specific Objective No.	Activity No.	Activity	Responsibility	Time frame						
				2017				2018	2019	2020
				Q1	Q2	Q3	Q4			
1.	3.	Encourage citizens who possess other forms of identity cards to obtain National Identity Cards.	Addl CE (PE) ACE (PE) Dir IT							
2.	1.	Organize ten (10) one-day orientation cum training programmes to both electronic and print media personnel on voter rights. Voter registration, proper ballot marking.	Addl CE (L&I) Dir Lega Dir R&P							
3.	1.	Expedite discussions with the Ministry of Education from mid-2017 regarding the necessity of including the subject into the curricula.	Addl CE (PE) ACE (PE) Dir Legal							
	2.	Assist Ministry of Education to develop the curriculum on electoral system and procedures.	Addl CE (PE) ACE (PE)							
	3.	Assist Ministry of Education to train teachers assigned to teach the curriculum effectively.	Addl CE (PE) ACE (PE)							
4.	1.	Organize one-day training programme for CBO leaders involve in election observation in each polling division on "right to vote".	Addl CE (WP) Dir (R&P) All District Officials							
5.	1.	Produce a series of short tele documentaries / animated video clips on the theme of "Exercising franchise is an inalienable right of citizens" and telecast them through electronic media and publish through social media.	Addl CE (LAE/ WP) Dir (R&P) ACEE (PE/LAE/ Admin)							
	2.	Prepare six (06) colourful different notifications on the theme "Exercising franchise is an inalienable right of citizens" in all three languages and display them at strategic public places/ digital displays in sign languages as well.	DGE Addl CE (PE)							
	3.	Prepare short colourful stickers on the theme "Exercising franchise is an inalienable right of citizens" and distribute among citizens.	DGE Addl CE (PE)							

Specific Objective No.	Activity No.	Activity	Responsibility	Time frame						
				2017				2018	2019	2020
				Q1	Q2	Q3	Q4			
6.	1.	Send SMS messages, through mobile communication service providers to their subscribers on the theme of "Exercising franchise is an inalienable right of citizens"	DGE Dir IT, AD-IT							
<b>Key Activities under Thrust Area 2 - Goal 3:</b> <b>Equal and fair opportunities exist for all candidates during election periods.</b>										
1.	1.	Assist Parliamentary Select Committee and other relevant authorities to strengthen the legal procedures related to the election process.	Addl CE (L&I) Dir Legal							
	2.	Empower the Election Commission to implement laws and regulations effectively.	Addl CE (L&I) Dir Legal							
	3.	Publish amended and new legal provisions in the official website of the Election Commission and in print form for public use.	Addl CE (L&I) Dir Legal							
	4.	Initiate discussions with recognized political parties and the Government to introduce an election calendar to minimize cost and disruption due to unscheduled elections.	EC Sec (EC) ACE (LAE)							
2.	1.	Introduce a set of regulations on campaign expenditure and source of funds for the election candidates.	Addl CE (L&I) Dir Legal CFO							
	2.	Conduct one-day seminar in each electorate for election Observers on campaign expenditure and source of funds for the candidates.	Addl CE (L&I) Dir Legal CFO							
	3.	Conduct one-day seminar at provincial level for candidates on campaign expenditure and source of funds for the Candidates.	Addl CE (L&I) Dir Legal CFO							
	4.	Introduce a legally prescribed limit for the election candidates on all expenditure relating to the election campaign in consultation with the Political Parties.	Sec (EC) Addl CE (L&I) Dir Legal							

# Participatory Strategic Plan (PSP)

Election Commission of Sri Lanka

Specific Objective No.	Activity No.	Activity	Responsibility	Time frame					
				2017	2018	2019	2020		
				Q1	Q2	Q3	Q4		
2.	5.	Propagate election legal provisions, regulations and guidelines through print and electronic media.	Addl CE (L&I) Dir Legal						
	6.	Investigate whether candidates complain with the election law.	Addl CE (L&I) Dir Legal						
	7.	Initiate legal action against those who do not comply with the election law.	EC Sec (EC)						
3.	1.	Establish a unit comprising of relevant qualified staff with authority to inquire into malpractices.	EC Sec (EC)						
	2.	Provide an adequate office space with necessary furniture and equipment to the unit with authority to inquire into malpractices.	Sec (EC) DCE (Admin)						
	3.	Demarcate clear roles and responsibilities of the unit with authority to inquire into malpractices and provide orientation on scope of work.	EC Sec (EC)						
4.	4.	Use ICT tools to monitor the adherence to the regulatory framework by candidates.	DIT ACE (LAE) AD-IT						
	1.	Educate party secretaries, active politicians and relevant Government officials through a series of national level one-day workshops on relevant laws and action that can be taken against illegal usage of public properties for election purposes.	Addl (LAE) ACE (LAE)						
5.	2.	Issue a joint declaration with party secretaries and leaders on maintaining law and order before every election.	DGE Sec (EC)						
	1.	Conduct effective awareness programmes for general public, candidates, political activists and party leaders on no violence campaigns with the collaboration of election observer groups, police, media and human rights Commission.	Addl CE (PE) Addl CE (L&I)						

Specific Objective No.	Activity No.	Activity	Responsibility	Time frame					
				2017	2018	2019	2020		
				Q1	Q2	Q3	Q4		
5.	2.	Engage an adequate number of trained police officers in each polling division to provide protection.	Addl CE (L&I) Addl CE (W/P) Dir (R&P)						
<b>Key Activities Thrust Area 2 - Goal 4:</b> <b>An all-inclusive, updated voter list is in place before any election.</b>									
1.	1.	Conduct a civic education programme in each polling division for a period of one hundred days commencing from 1 <sup>st</sup> June of each year, along with commemoration of the Voter's Day.	DGE Sec (EC)						
	2.	Produce and telecast a TV programme on voter registration and universal suffrage.	Addl CE (W/P) Dir (R&P) ACE (PE)						
	3.	Produce and air a series of short radio jingles (10 jingles) on voter registration and universal suffrage.	Addl CE (W/P) Dir (R&P) ACE (PE)						
2.	1.	Orientate and engage a lead staff in each district to enumerate voters effectively.	DGE Addl CE (PE)						
3.	1.	Implement a special programme in each of the embassy/High Commission in each year to include eligible electors living overseas.	ACEE (PE & Admin)						
4.	1.	Prepare a supplementary electors' list which include the names of all citizens who are qualifying to the date of commencing the revision of the register whose names are no included in the certified and available/current electors' list (in a situation where the registration process is already completed and an election is announced, to enable those who are qualified, to vote but are not registered to cast their votes).	DGE Sec (EC)						

## Participatory Strategic Plan (PSP)

Election Commission of Sri Lanka

Specific Objective No.	Activity No.	Activity	Responsibility	Time frame					
				2017				2018	2019
				Q1	Q2	Q3	Q4		
5.	1.	Setup and function a Social Media Unit.	Dir IT ACE (LAE) AD-IT						
	2.	Define the scope/ content/ involvement mechanism for incorporating social circles for the electoral process.	Dir IT ACE (LAE) AD-IT						
	3.	Develop and maintain an official blog site.	Dir IT ACE (LAE) AD-IT						
6.	1.	Formulate of an ICT policy for the Election Commission.	DGE, Sec (EC) Dir IT						
7.	1.	Develop an online voter registry to ensure inclusiveness of all citizens of Sri Lanka.	DGE, Sec (EC) Addl CE (L&I)						
Key Activities Thrust Area 2 - Goal 5: All citizens in marginalized sectors of society engage in electoral processes confidently and adequately									
1.	1.	Develop training materials and case studies to utilize in training programmes.	Addl CE (WP) Dir (R&P) ACE (PE)						
	2.	Conduct a one-day training programme in each of the polling divisions for leaders and trainers of CSOs and CBOs on voter rights.	Addl CE (WP) All District Officials						
	3.	Assist CSOs and CBOs to implement advocacy programmes on voter rights.	Addl CE (WP) All District Officials						
	4.	Implement solidarity work with the electoral stakeholders to conduct credible elections.	DGE Sec (EC)						



Specific Objec- tive No.	Activity No.	Activity	Responsibility	Time frame					
				2017	2018	2019	2020		
				Q1	Q2	Q3	Q4		
2.	1.	Conduct seminars on voter rights on International days such as Human Rights, Women and Teachers days etc. at electorate level.	DCE (Admin) ACE (Admin)						
3.	1.	Facilitate an advocacy process by end-2017 with the CSOs to convince the Parliamentary Select Committee to recommend a 25% quota for women in provincial council and parliamentary elections as well.	Sec (EC) Addl CE (L&I) Dir Lrgal ACE (PE)						
	2.	Promote political parties to ensure that at least 20% of the office bearers are women in the party.							
	3.	Train at least two executive level officials of the Election Commission on the subject of gender to promote gender sensitization activities and to facilitate relevant stakeholders to ensure gender rights.	DGE Sec (EC)						
4.	1.	Conduct six (06) awareness creation programmes for members of Youth Parliament of National Youth Services Council on voter rights.	ACE (Admin) ACE (PE)						
	2.	Train and develop a pool of youth trainers (25) by end 2017 to conduct programmes on the theme of "Youth and the Vote" in each polling division.	ACE (Admin) ACE (PE)						
5.	1.	Conduct a desk survey to identify number of disabled persons who encounter difficulties in casting their votes	Addl CE (WP)						
	2.	Make special arrangements to provide voting facilities for the internally displaced persons (IDPs).	Addl CE (PE) ACE (PE)						
	3.	Conduct a desk survey to identify number of remanded prisoners and obtain the data from prison department.							
	4.	Systematize the voting facility for remanded prisoners.	Addl CE (PE) Addl CE (L&I) ACE (PE)						

# Participatory Strategic Plan (PSP)

Election Commission of Sri Lanka

2017-2020

Specific Objective No.	Activity No.	Activity	Responsibility	Time frame						
				2017	2018	2019	2020			
				Q1	Q2	Q3	Q4			
5.	5.	Conduct a comprehensive survey to identify the portion of Gypsies, Adivasi, Telegu, Malayalam groups and street dwellers in the total population.	Addl CE (PE) Addl CE (L&I) ACE (PE)							
	6.	Systematize the process of registering the names in the electors' list and provide voting facility for the, Gypsies, Adivasi, Telegu, Malayalam groups and street dwellers.	Addl CE (PE) Addl CE (L&I) ACE (PE)							
	7.	Explore legal provisions to provide same day but in a specific location voting facility for public and private sector persons engaged in essential services, in a specific location on the same day.	DGE Addl CEE Dir Legal							
6.	1.	Prepare and submit a proposal to the Parliamentary Select Committee to consider the voting facility (same day in a specific location) that enable employees in essential services both in the Government and Private Sector to cast their ballot.	DGE Addl CEE Dir Legal							
Key Activities Thrust Area 3 - Goal 6: The election process is administered competently and transparently.										
1.	1.	Prepare district level logistic plan for each and every election, administer and monitor the same.	DGE Addl CEE CFO DCE (Admin) All District Officials							
	2.	Select and recommend election officials to Election Commission for mobilization.	DGE Sec (EC) DC (Admin) All District Officials							
	3.	Develop the existing system of notifying the logistic arrangements to the relevant election officials one week prior to the Election.	DC (Admin) All District Officials							

Specific Objective No.	Activity No.	Activity	Responsibility	Time frame						
				2017				2018	2019	2020
				Q1	Q2	Q3	Q4			
1.	4.	Ensure effective use of the existing checklists on all stages, tailored to: the responsibilities of individual staff members; activities at locations and overall monitoring of activities.	DGE							
2.	1.	Initiate discussion with Parliamentary Select Committee in mid-2017 on introducing an electronic voting system.	Sec (EC)							
	2.	Organize a fact finding mission by end of 2017 to a country where an electronic voting system is applied, to learn about the practicability of the system in Sri Lanka.	Sec (EC)							
	3.	Introduce legal provisions to use e-voting through and act of Parliament.	Sec (EC)							
	4.	Conduct a series of public education programmes to make people aware of the new system.	Sec (EC)							
	5.	Pilot the electronic voting system in five (05) polling divisions by end 2019.	Sec (EC)							
3.	01.	Recruit/allocate adequate number of officials including minimum of two executive officers for the planning division of the Election Commission and train them on effective implementation of the PSP.	Sec (EC)							
4.	1.	Strengthen the existing M&E system to meet current needs.	Sec (EC), DGE DP							
	2.	Develop key performance indicators (KPIs) for each of the major activities and monitor performance.	Sec (EC), DGE							
	3.	Improve existing progress reporting formats to meet current needs.	Sec (EC), DGE CFO, Dir (R&P)							
	4.	Enhance the existing progress reviewing system.	Sec (EC), DGE CFO, Dir (R&P)							
	5.	Conduct a mid-term evaluation in each year.	Sec (EC), DGE Dir (R&P)							

# Participatory Strategic Plan (PSP)

Election Commission of Sri Lanka

2017-2020

Specific Objec- tive No.	Activity No.	Activity	Responsibility	Time frame						
				2017	2018	2019	2020			
				Q1	Q2	Q3	Q4			
4.	6.	Conduct an annual comprehensive summative evaluation after completing the planned activities of the PSP.	Sec (EC), DG Dir (R&P)							
5.	1.	Convert the PSP planning Committee into an Implementation Committee.	DGE Sec (EC)							
	2.	Organize a national event to educate public, politicians and the Officials of the PSP. (by end of 1 <sup>st</sup> Quarter 2017)	DGE Sec (EC) Dir (R&P)							
	3.	Conduct three (03) awareness creation programmes to the entire EC to make them aware of the PSP. (by end of 1 <sup>st</sup> Quarter 2017)	DGE Dir (R&P)							
	4.	Use experience gained from PSP exercise to fulfill the requirement of the Government regarding "Result Based Planning".	DGE Dir (R&P)							
	5.	Conduct monthly review meetings by the Implementation Committee to review the progress of implementing the PSP.	DGE, Sec (EC) Dir (R&P)							
	6.	Submit a progress as well as financial report to the Commission's secretariat monthly.	CFO Dir (R&P)							
6.	1.	Conduct a training need assessment covering all the staff of EC.	Addl CE (L&I) Dir (R&P)							
	2.	Prepare a comprehensive training plan for the staff of the Election Commission.	DGE, Sec (EC) Addl CE (L&I) CFO, Dir Legal Dir (R&P)							
	3.	Maintain a proper database on human resources for the staff of the Election Commission.	DGE Sec (EC)							
	4.	Revise job descriptions of all staff to match their current tasks	DGE Sec (EC)							
	5.	Develop the existing annual performance evaluation system for the EC staff.	DGE Sec (EC)							

Specific Objective No.	Activity No.	Activity	Responsibility	Time frame						
				2017	2018	2019	2020			
				Q1	Q2	Q3	Q4			
6.	6.	Organize both foreign and local training for the staff based on the human resources plan.	Sec (EC)							
	7.	Conduct ten (10) orientation programmes to make staff aware of the new roles that they have to perform due to the change of the EMB. (by end of 1 <sup>st</sup> Quarter 2017)	Addl CEE							
	8.	Recruit/allocate an official who is willing to work as a trainer by early 2017 and provide him/her an adequate training to manage the training unit.	Sec (EC)							
	9.	Plan to establish a Knowledge Management Centre (KM Centre) for the Election Commission by 2020.	DGE Sec (EC)							
7.	1.	Assess the existing rewarding system for the staff to identify the areas which require to be improved.	DGE							
	2.	Prepare an attractive rewarding system that will be appreciated by the staff.	DGE							
	3.	Develop a proper grievance redressing system for the staff.	Ombudsman of the EC							
8.	1.	Conduct training programmes for the staff on financial, procurement, and assets management.	DGE, Sec (EC) CFO							
	2.	Preparation of financial planning and budgeting.	DGE, Sec (EC) CFO, Dir (R&P)							
	3.	Enhancing financial reporting system with Head Office and District election offices.	DGE, Sec (EC) CFO							
	4.	Preparation of final accounts with accrual basis and cash basis.	DGE CFO							
	5.	Introduce and implement a database on election materials and forms.	Acct (Payment) DGE, CFO, Dir IT Acct (Procu)							

# Participatory Strategic Plan (PSP)

Election Commission of Sri Lanka

2017-2020

Specific Objec- tive No.	Activity No.	Activity	Responsibility	Time frame						
				2017				2018	2019	2020
				Q1	Q2	Q3	Q4			
8.	6.	Introduce online assets management system.	CFO Dir IT, Acct (Procu)							
	7.	Conduct timely board of surveys each year.	CFO Acct (Procu)							
	8.	Enhancing stores management reporting system with District Election offices.	CFO, Dir IT Acct (Procu)							
	9.	Implement new reimbursement system for payment of election-Expences.	CFO, Dir IT Acct (Payment)							
9.	1.	Review existing audit system and make recommendations for development.	DG, Sec(EC) CIA							
	2.	Develop new internal auditing procedure.	DG, Sec(EC) CIA							
	3.	Conduct training programme for the staff of internal audit.	DGE, Sec(EC) CIA							
	4.	Initiate new internal audit system in head office and District Offices.	DGE, Sec(EC) CIA							
10.	1.	Develop and Implement annual ICT plan.	DGE Dir IT, AD (IT)							
	2.	Re-engineer the internal and core (electoral) processes of the Election Commission.	DGE Dir IT, AD (IT)							
	3.	Develop ICT solutions for re-engineered processes.	DGE DIT, AD (IT)							
	4.	Establish an ICT training unit with required resources.	DGE Dir IT, AD-IT							
	5.	Develop & Implement solutions for external integrations.	DGE, Sec (EC) Dir IT, AD-IT							

Specific Objective No.	Activity No.	Activity	Responsibility	Time frame				
				2017	2018	2019	2020	
				Q1	Q2	Q3	Q4	
10.	6.	Develop e-Services to deliver services of Election Commission.	DGE, Sec (EC) Dir IT, AD-IT					
	7.	Establish Electoral Management Systems (EMS).	DGE, Sec (EC) DIT, AD-IT					
	8.	Develop required ICT infrastructure.	DGE, Sec (EC) Dir IT, Acct (Procu)					
	9.	Enhance ICT unit with required resources (Physical/ Human).	DGE, Sec (EC) DC (Admin) Dir IT, AC (Admin),					
	10.	Formulation and adoption of data sharing policy.	DGE, Sec (EC) Dir IT, AD-IT					
11.	1.	Reorganize the existing internal communication system with IT facilities to match the current needs.	DGE, Sec (EC) DC (Admin) Dir IT, AD (IT)					
	2.	Strengthen the external communication system with IT facilities to match current needs.	DGE, Sec (EC) Dir IT, AD (IT)					
	3.	Improve the communication system with district level election offices.	DGE, Sec (EC) Addl CE (WP) Dir IT, AD (IT) All District Officials					
<b>Key Activities Thrust Area 4 - Goal 7:</b> <b>The needs of the stakeholders for data and information related to the election process and the Election Commission are adequately fulfilled in a timely manner.</b>								
1	1.	Recruit/engage two capable officers to act as researchers by January 2017.	DGE, Sec (EC) DCE (Admin)					



## Participatory Strategic Plan (PSP)

Election Commission of Sri Lanka

Specific Objective No.	Activity No.	Activity	Responsibility	Time frame						
				2017	2018			2019	2020	
				Q1	Q2	Q3	Q4			
1.	2.	Prepare a research policy document for the Election Commission.	DGE, Sec(EC) Addl CE (L&I) Addl CE (WP) Dir (R&P)							
	3.	Carry out a comprehensive research on evolution of election process in Sri Lanka and its future trends by mid-2018.	DGE, Sec (EC) Addl CE (WP) Dir (R&P)							
	4.	Carry out researches on government policies related to the election process.	DGE, Sec (EC) Addl CE (WP) Dir (R&P)							
	1.	Recruit/allocate and train a full time staff by mid-2017.	DGE, Sec (EC) DCE (Admin)							
2.	2.	Recruit a Publicity Manager/ Consultant to undertake all publicity related activities of the Commission.	DGE, Sec(EC), DCE (Admin)							
	3.	Publish a quarterly educational magazine (News Letter) to create/enhance political literacy among citizens.	DGE, Sec(EC) Addl CE(L&I), Dir (R&P), ACEE							
	4.	Provide an adequate office space with necessary furniture and equipment.	DGE, Sec(EC) DCE&ACE (Admin) Acct (Procu)							
	5.	Update existing library with relevant international and local books, publications, reports etc. by end of 2017.	DGE, Sec(EC) DCE&ACE (Admin), Dir (R&P) Acct (Procu)							
3.	6.	Carry out a publicity programme through media and the web on the library facility by mid-2017.	DGE Sec(EC)							
	1.	Prepare and collect video clips, case studies etc. on election process.	DGE, Sec (EC) DP, ACEE							

Specific Objective No.	Activity No	Activity	Responsibility	Time frame						
				2017	2018	2019	2020			
				Q1	Q2	Q3	Q4			
3.	2.	Commence a library lending service for the civil society organizations by end 2017.	DP, ACE (Admin)							
	1.	Enhance the user friendliness of announcing election results according to district and electorate facilitating publication.	DGE, Sec (EC) Addl CEE, Dir IT							
4.	2.	Translate compiled results into three languages and publish the results in print/electronic form along with reports of both national and international observers.	DGE, Sec(EC) Addl CEE CFO							
	3.	Develop a Mobile android app for result distribution	DGE, Sec (EC) Dir IT ACEE (PE&LAE)							
	4.	Upload elections results and the reports of observer groups into the web in three languages.	DGE, Sec (EC) Dir IT ACEE (PE&LAE)							
5.	1.	Identify carefully the important events, which could be utilized as lessons and document them within the first month after the election is concluded.	DGE, Sec(EC) Addl CEE Dir (R&P) All District Officers							
	2.	Select a reputed reviewer and orientate him/her how to present the lessons learned with an analysis.	DGE							
	3.	Prepare a booklet of lessons learned and a brief analysis in three languages to share with participants.	DGE, Sec (EC) Addl CEE Dir (R&P) ACEE							
	4.	Invite potential participants and journalists in advance.	DGE Sec(EC)							

### 3. Annexures

#### 3.1. Chronology of the Election System in Sri Lanka.

Year	Description
1815	Whole island of Ceylon was formally brought under the British rule.
1796 and 1948 period	Ceylon became a crown colony.
1829 – 1833	Colebrooke-Cameron reforms: Recommendations for administrative, financial, economic, and judicial reforms.
1919	Ceylon National Congress formed. Agitation and advocacy for more constitutional reforms.
1920 – 1924	Manning Constitutional Reforms and Manning Devonshire Constitutional Reforms: non – official members of the legislative council elected by vote was increased.
1931 – 1947	The Donoughmore Constitution, created by the Donoughmore Commission –introduced universal adult franchise.
1936	Representatives were elected to the Second State Council under Donoughmore Constitution.
1944	Soulbury Commission arrived in Sri Lanka and new constitutional reform was recommended.
1944	Under Soulbury Constitution, 95 members of the House of Representatives out of 101 members were elected by universal franchise.
1946	The Ceylon (Parliamentary Elections) Order in Council, 1946 was enacted on 26 <sup>th</sup> September 1946 and it had provisions for the registration of the electors and for the conduct of Parliamentary Elections.
1947	First Parliamentary Election was conducted during a period of 19 days from 23 <sup>rd</sup> August 1947 to 20 <sup>th</sup> September 1947.
1952	The second Parliamentary Election was conducted for 4 days from 24 <sup>th</sup> May to 30 <sup>th</sup> May 1952.
1946 – 1955	From 1946 to 1955 there were two separate Departments to conduct elections. The Department of Parliamentary Elections was under a Commissioner authorised to register electors and to conduct Parliamentary Elections and the Department of Local Authorities Elections under a different Commissioner authorised to conduct elections to Local Authorities.
1955	On October 01, 1955, the Department of Elections was established by combining the two departments.
1960	First one day election
1972	First Republican Constitution of Sri Lanka.
1978	Second Republican Constitution of Sri Lanka.
1979	First local government election under proportional representation system (PR)
1981	District Development Council Election (PR)
1982	First Presidential election
1982	First Referendum

<b>1988</b>	First Provincial Council election under proportional representation system with preferences voting (PR&Pr)
<b>1989</b>	First Parliamentary election under proportional representation system with preferences voting (PR&Pr)
<b>1991</b>	First local government election after introduction of Pradeshiya Sabah (PR&Pr)
<b>2001</b>	3 <sup>rd</sup> October 2001, the Seventeenth Amendment was made to the Constitution that provided for an Election Commission to be appointed by the President on the recommendations of the Constitutional Council.
<b>2006</b>	The first election that photo identity card was made mandatory for voting (Local Government Election )
<b>2015</b>	Nineteenth Amendment to the Constitution that was adopted on 15 <sup>th</sup> May 2015, the incumbent Commissioner of Elections was to continue enforcing the powers vested in the Elections Commission until the appointment of the Election Commission.
<b>2015</b>	13 <sup>th</sup> November 2015 members for the Election Commission were appointed

### 3.2. List of Names of the Commissioners of the Department of Elections and Members of the Election Commission.

#### Department of Elections

Even though universal franchise was received by Sri Lankans in 1931, there was no dedicated institution to conduct the elections until 1947. Therefore, this responsibility was assigned to an existing institution on an ad hoc basis. During this period, a Commissioner and an Assistant Commissioner were appointed only for the purpose of conducting elections while the Government Agents were directed to conduct elections at district level. The First Parliamentary Election was conducted by Mr. Edwin Ronald Sudbury in the year 1947. Local Authorities Elections were conducted according to the Local Authorities Elections Ordinance of 1946 and Mr. P.O. Fernando was appointed the Commissioner of Elections (Local Government) on 01.02.1947 and Mr. S. Amarasinghe was appointed the Assistant Commissioner of Elections (Local Government). With the appointment of two clerks to assist them, a nucleus of a distinctive department could be identified for the first time. The very next year seven Assistant Election Officers and 14 Assistants were appointed. Mr. Victor Lloyd Weerasinghe was appointed as the Commissioner of Parliamentary Elections in the year 1952 and an institutional framework was developed at the district level under his direction. The second Parliamentary Election was conducted for 4 days during the period from 24<sup>th</sup> May to 30<sup>th</sup> May 1952. Mr. G.P. Thambiah served as the Commissioner of Local Government Elections at that time.

On 01<sup>st</sup> of October 1955, the two departments, Parliamentary Elections and Local Government Elections, were amalgamated to form the Department of Elections. Mr. A. Arulpragasam, who was serving as the Commissioner of Parliamentary Elections from 01.06.1955, was appointed the first Commissioner of the amalgamated Elections Department. The third Parliamentary Election was conducted for 3 days from 04.04.1956 to 11.04.1956 by Mr. A. Arulpragasam, the then Commissioner of Elections.

Upon the retirement of Mr. A. Arulpragasam, on 7<sup>th</sup> March 1957, the then Deputy Commissioner of Local Government Mr. E. Felix Dias Abeysinghe, was appointed as Commissioner of Elections. During the tenure of Mr. Dias Abeysinghe the practice of conducting Parliamentary General Elections on one day was introduced with the 1960 March Elections and this practice continued in the Parliamentary Elections in July 1960. The system of formal recognition of political parties, the issue of Poll Cards, and Postal Voting for essential services was introduced at this time. Further during the tenure of Mr. Dias Abeysinghe, much attention was paid towards the independence of this department, and the establishment of the current institutional structure while streamlining and coordinating district election offices with the head office. Mr. Dias Abeysinghe conducted five general elections during his term of office over 21 years, from 07.03.1957 to 15.05.1978.

On the retirement of Mr. E.F. Dias Abeysinghe on 15.05.1978, the then Deputy Commissioner, Mr. Magana Arachchige Piyasekera succeeded him on 16.05.1978. Before being appointed the Commissioner, Mr. Piyasekera had been serving in the Department of Elections as an Assistant

Elections Officer from 11.05.1951 to 16.05.1965 and later as an Assistant Commissioner of Elections. For a brief period he served in the Department of Immigration and Emigration. Again he continued servicing the Department of Elections from 21.04.1971 to the date of his appointment as the Commissioner of Elections. The 1978 Constitution was introduced at this time, consequent to which several new election laws were adopted.

A new system of Local Government called Development Councils was introduced by amalgamating the Town Councils and Village Councils. The first election to these Development Councils was conducted on 04.06.1981 by Mr. M.A. Piyasekara, the Commissioner of Elections.

When Mr. M.A. Piyasekara, the Commissioner of Elections went on leave from 01.02.1982 preparatory to retirement, Mr. L.A.G. Jayasekara, the then Deputy Commissioner was appointed on 17.02.1982, as the Acting Commissioner of Elections until the vacancy was filled by a permanent Commissioner. However, Mr. S.L. Marikkar, an Additional Secretary of the President's Office, was appointed the Acting Commissioner of Elections on 25.03.1982. Mr. L.A.G. Jayasekara retired from service on 25.03.1982 after performing a long period of service to the Department of Elections.

Mr. R.K. Chandrananda de Silva, who served as an Assistant Commissioner of Elections in the Department of Elections from 01.08.1960 to 1970, and later as a Government Agent and an Additional Secretary to a Ministry was appointed as the Commissioner of Elections with effect from 04.05.1982. The first presidential election which was held on 19<sup>th</sup> October of 1982 and the only referendum so far was conducted on 22.12.1982 under his administration. During his term of office three Presidential Elections and two Parliamentary Elections together with several Provincial Councils and Local Government elections were conducted. Mr. R.K. Chandrananda de Silva retired from service on 16.02.1995.

After the retirement of Mr. R.K. Chandrananda de Silva, Mr. Dayananda Dissanayake, the then Deputy Commissioner of Elections, was appointed the Commissioner of Elections from 17.02.1995. During the term of office of Mr. Dayananda Dissanayake as the Commissioner of Elections, the Seventeenth Amendment to the Constitution which provided for the appointment of the Election Commission and the appointment of the Commissioner General of the Elections instead of the Commissioner was passed. There is a provision in the Amendment requiring the Commissioner has to perform the powers and the duties of the Commission until the establishment of the Commission. But there was no authority for the appointment of the Commissioner General of Elections other than by the Election Commission. Therefore, Mr. Dissanayake who reached the retirement age of 60 years on 28.01.2002 had to serve in the post even after that day. However, the Eighteenth Amendment to the Constitution, attested on 09th September 2010, provided for the appointment of an Additional Commissioner or a Deputy Commissioner of Elections to discharge the functions conferred on the Election Commissioner. Therefore, Mr. Dayananda Dissanayake retired from office on 25.03.2011.

When Mr. Dayananda Dissanayake, Commissioner of Elections obtained medical leave during the Presidential Election period in 1999 Mr. M.C. Arunthawachelvam, the then Deputy

Commissioner of Elections and the Acting Commissioner of Elections, stated that he was not in sufficient health to conduct the election. Mr. D.M.P.B. Dassanayake, the then Chief Secretary of Sabaragamuwa Provincial Council, who had served as the District Returning Officer of Badulla District in the latter half of the 1980's, was therefore appointed as the Acting Commissioner of Elections.

After the retirement of Mr. Dayananda Dissanayake the then Additional Commissioner of Elections, Mr. Mahinda Deshapriya, was appointed as the Commissioner of Elections with effect from 26.03.2011. Mr. Mahinda Deshapriya was recruited to the Sri Lanka Administrative Service on 01.07.1982 and was serving for 27 years in the Department of Elections as an Assistant Commissioner of Elections, a Deputy Commissioner of Elections and an Additional Commissioner of Elections until he was appointed to the post of the Commissioner of Elections. Since his first appointment as an Assistant Commissioner of Elections on 01 July 1983 until he became the Commissioner of Elections, Mr. Mahinda Deshapriya has been the first Commissioner of Elections ever to have served the Department of Elections, continuously from the date of his first appointment.

### Election Commission

On 13<sup>th</sup> November 2015 members for the Independent Election Commission were appointed thus establishing the Election Commission with effect from November 2015 under the 19<sup>th</sup> Amendment to the Constitution. Mr. Mahinda Deshapriya, Commissioner of Elections was appointed as the Chairman of Election Commission while the other two members of the Commission were Mr. N. J. Abeyesekere PC. and Prof. S. Rantnajeewan H. Hoole. The Department of Elections was replaced by the Election Commission.



### 3.3. Members of the Advisory Committee of the Preparation of Participatory Strategic Plan for the Election Commission.

1. Mr. Mahinda Deshapriya, Chairman, Election Commission
2. Mr. N. J. Abeyesekere PC, Member, Election Commission
3. Prof. S. Rantnajeevan H. Hoole, Member, Election Commission
4. Mr. H. M. D. T. Herath, Secretary, Election Commission
5. Mr. U. Amaradasa, Director General of Elections
6. Mr. R. M. A. L. Rathnayake, Additional Commissioner of Elections (LAE)
7. Mr. M. A. P. C. Perera, Additional Commissioner of Elections (PE)
8. Mr. M. M. Mohamed, Additional Commissioner of Elections (L&I)
9. Mr. E. A. Weerasena, Chief Financial Officer
10. Mr. Nimal Punchihewa, Director (Legal)
11. Mr. A. O. M. Nafeel, Deputy Commissioner of Elections (Northern Province)
12. Mr. P. M. Siriwardhana, Rtd. Additional Commissioner of Elections
13. Mr. S. Medawewa, Rtd. Additional Secretary
14. Mr. Nalin Semage, Coordinating Secretary, Delimitation Commission

### 3.4. Members of the Planning Team of the Preparation of Participatory Strategic Plan for the Election Commission.

1. Mr. Saman Sri Rathnayaka, Additional Commissioner of Elections (Western Province)
2. Mr. Rasika Pieris, Deputy Commissioner of Elections (Kalutara)
3. Mr. Channa P.de Silva, Director (Research & Planning)
4. Mr. H.W.N.Kumara, Accountant (Procurement)
5. Ms. Sujani Yasarathna, Accountant (Payment)
6. Mrs. Chinttha Dissanayaka, Assistant Commissioner of Elections (Local Authorities Elections)
7. Mr. Samantha Jayasingha, Assistant Commissioner of Elections (Parliamentary Elections)
8. Mr. Nalaka Rathnayake, Assistant Commissioner of Elections (Administration)
9. Mr. Ranjan Nishantha, Assistant Director (IT)
10. Mr. Suranga Ranasingha, Assistant Commissioner of Elections (Colombo District)

### 3.5. Members of the Assisting Group of the Preparation of Participatory Strategic Plan for the Election Commission.

1. Mr. Aroshana Gamlath, Chief Internal Auditor
2. Mr. S. Ekenayake, Director (IT)
3. Mr. Rizan M.A. Hameed, Coordinating, Secretary, Election Commission
4. Mr. A.M. Muhajireen, Translator
5. Mrs. Helani Dharmadasa, Translator
6. Mr. M. A. Gamini, Translator
7. Mr. J. U. Piyath, Administrative Officer

### 3.6. Special Contribution of the Preparation of Participatory Strategic plan for the Election Commission.

1. Mr. P. A. S. Senarathna, DCE, Admin
2. Mr. A. B. I. De Silva, DCE, Galle
3. Mr. T. A. C. N. Thalangama, DCE, Kandy
4. Mr. K. J. S. Madhawa, DCE, Kurunegala
5. Mr.S. Achchudan, Former DCE,Colombo City
6. Mr. Vajira Gunewardana, DCE, Gampaha
7. Mr. Ravi Wijekumara, ACE, Matara
8. Mr. Dilip Nishantha De Silva, ACE, Kegalle
9. Mr. Shanika Rupasingha, ACE, Matale
10. Mr. Asanka Rathnayaka, ACE, Anuradhapura
11. Mr. Suranga Ambagahathanne, ACE, Ratnapura
12. Mr. H. I. R. Hathurusntha, ACE, Baddulla
13. Mr. Deepal Chandrathna, Former ACE, Hambantota
14. Mr. D. T. I. Wickremarathne, ACE, Ampara
15. Mr. S. Akilan, ACE, Jaffna
16. Mr. R. C. Amal Raj, ACE, Kilinochchi
17. Mr. P. Ragunathan, Former ACE, Gampaha
18. Mr. D.C.Aravintharaj, ACE, Mannar
19. Mr. R. Saseelan, ACE, Baticaloa
20. Mr. S. A. Welgama, ACE, Trincomalee
21. Mr. Leelanath Wickramaarachchi, ACE, Nuwaraeliya
22. Mr. A. M. M. Kabeer, ACE, Puttalam
23. Mr. S. A. D. Praveena, AO, Kurunegala
24. Mr. R. H. K. Ranasinghe, AO, Gampaha

### 3.7. List of Stakeholder Consultative Meetings held to generate data and information for the developing of the participatory strategic plan for the Election Commission

No.	District	Nature of Stakeholders	No of meetings held
01.	Election Secretariat (ES)	Political Party Leaders, Secretaries and permanent representatives	1
02.	Election Secretariat (ES)	Election Observer Groups	1
03.	Election Secretariat (ES)	Ex-Officials of the Election Dept	1
04.	Election Secretariat (ES)	Professionals	1
05.	Election Secretariat (ES)	Members of Trade Unions	1
06.	Election Secretariat (ES)	Bankers and Business community	1
07.	Election Secretariat (ES)	Media heads and permanent representatives	1
08.	Election Secretariat (ES)	District Secretaries	1
09.	Election Secretariat (ES)	Women's and Youth groups	1
10.	Election Secretariat (ES)	Representatives of Farmers and Fisher Folk organizations	1
11.	Election Secretariat (ES)	Disabled Persons Associations	1
12.	Election Secretariat (ES)	Officials of Sri Lanka Administrative Service	1
13.	Election Secretariat (ES)	Heads of Departments of selected government agencies	1
14.	Election Secretariat (ES)	Senior Polling officers who participated in the last General Election	1
15.	Election Secretariat (ES)	Secretaries to the Ministries	1
16.	Election Secretariat (ES)	Grama Niladaries	1
17.	Election Secretariat (ES)	IT officials of selected government agencies	2
18.	Election Secretariat (ES)	Selected officials of agencies providing essential services	1
19.	Gampaha	Members of selected youth and women's groups, CBOs and district election officials.	3

No.	District	Nature of Stakeholders	No of meetings held
20.	Galle	Members of youth, women, fisheries, election observer groups, CBOs and district election officials.	3
21.	Matara	Members of youth, women, fisheries, election observer groups, CBOs and district election officials.	3
22.	Anuradhapura	Members of youth, women, farmer, election observer groups, CBOs and district election officials.	3
23.	Vavuniya	Members of youth, women, election observer groups, CBOs, clergy and district election officials.	3
24.	Mullaitivu	Members of youth, women, election observer groups, CBOs and district election officials.	3
25.	Killinochchi	Members of youth, women, fisheries, election observer groups, CBOs and district election officials.	3
26.	Jaffna	Members of youth, women, election observer groups, CBOs, manager's association and district election officials.	3
27.	Trincomalee	Members of youth, women, journalists, election observer groups, CBOs and district election officials.	3
28.	Mannar	Members of youth, women, election observer groups, CBOs and district election officials.	3
29.	Polonnaruwa	Members of youth, women, farmers, clergies, election observer groups, CBOs and district election officials.	3
30.	Monaragala	Members of youth, women, farmers, clergy, election observer groups, CBOs, Sarvodaya officials, journalists and district election officials.	3
31.	Hambantota	Members of youth, women, farmers, clergy, election observer groups, CBOs, journalists and district election officials.	3
32.	Badulla	Members of youth, women, farmers, election observer groups, CBOs, journalists and district election officials.	3
33.	Kurunegala	Members of youth, women, farmers, adult election observer groups, CBOs, journalists and district election officials.	3
34.	Nuwara Eliya	Members of youth, women, farmers, estate workers, election observer groups, CBOs, journalists and district election officials.	3

No.	District	Nature of Stakeholders	No of meet-ings held
35.	Kegalle	Members of youth, women, election observer groups, CBOs, and district election officials.	3
36	Puttalam	Members of youth, women, election observer groups, CBOs, and district election officials.	3
37.	Ratnapura	Members of youth, women, election observer groups, CBOs, and district election officials.	3
38.	Batticaloa	Members of youth, women, election observer groups, CBOs, and district election officials.	3
39.	Ampara	Members of youth, women, election observer groups, CBOs, and district election officials.	3
40.	Kandy/Matale	Members of youth, women, election observer groups, CBOs, and district election officials.	3
41.	Kalutara	Members of youth, women, election observer groups, CBOs, and district election officials.	3

### 3.8. Organizational Chart & Functions of the Election Commission

Organizational Chart & Functions of the Election Commission					
Serial No.	Division	Sub Division	Objectives of the Division	Duties	Officer Responsible
1.	Office of the Election Commission	Administration Operations Foreign relations Coordinating Secretary Unit Special projects Law reforms & enforcement Information technology Accounts	Execution of duties entrusted to the Election Commission on exercising the powers vested in the Commission by the Constitution and other relevant legislations for the conduct of free, fair and credible elections.	Administrative functions of the Commission,  Operations and coordinations and statutory functions of the Commission,  Recruitment transfer and release of members of staff of the Commission,  Commission meetings and preparation of minutes,  Establishment matters of Staff Officers, Foreign training and official visits,  Accounting of the office of the Commission	Sec(EC)
		Gender and voting right of disabled citizens Bureau		Implementation of the programme "Vote is your Right"  Recognition of political parties and collection of Annual Reports,	DGE Addl CE (PE)  ACE (LAE)

Serial No.	Division	Sub Division	Objectives of the Division	Duties	Officer Responsible
				liaising with local Election Monitoring Groups,	ACE (LAE)
				Standing Committee of Political Party Representatives, maintaining and updating the official website	ACE (LAE)
				Functions needed to strengthen women representation in institutions of people representation and safeguarding the voting rights of disabled citizens or citizens with special needs	ACE (PE)  Addl CE (WP)
				Introduction of an Ombudsman to attend to grievances and complaints of the staff	Addl CE (PE) ACE (LAE)

Serial No.	Division	Sub Division	Objectives of the Division	Duties	Officer Responsible
				Action pertaining to the proposal to granting voting rights to expatriate electors and the proposal to advance voting or voting at an alternative polling station	Addl CE (PE)
				Annual Performance Report	Sec (EC)
				Construction and maintenance	DCE (Admin)
2.	Establishment Management	Administration	Management of establishment matters for the execution Of duties vested in the Commission by the constitution for conduct of free and fair elections	Coordination among District Election Offices General administration affairs	DGE DCE (Admin)
		Establishment		Establishment matters of non staff officers	ACE (Admin)
		Record room and Publications		Security, janitorial, and welfare activities	DGE ACE (Admin) AO
		Public relations		Matters relating to the postal	ACE (Admin) AO
		Transport		Provision of transport facilities and vehicle maintenance and control	ACE (Admin) AO
		Postal			
		Language policy implementation unit			



Serial No.	Division	Sub Division	Objectives of the Division	Duties	Officer Responsible
				<p>Implementation of the Language Policy</p> <p>General activities relating to State policies of non political nature</p>	
3.	Parliament Election Branch	Preparation of all inclusive Electoral Register and organizing matters relating to the conduct of national elections safeguarding the universal franchise	<p>All matters pertaining to the preparation of Annual Electoral Register</p> <p>Calculation of the number of Members of Parliament</p> <p>Conduct of national Elections and referenda</p> <p>Filling vacancies in vacant seats of Parliament</p> <p>Preparation of election reports</p>		Addl CE (PE)

Serial No.	Division	Sub Division	Objectives of the Division	Duties	Officer Responsible
4.	Local Authority Election Branch		Organisational activities relating to the conduct of Provincial council/ Local Authority Elections where all electors can exercise their voting right freely without fear and in secrecy	Conduct of Provincial council/ Local Authority Elections  Preparation of election reports  Filling of member vacancies  Liaising with Delimitation Commission	Addl CE (LAE)
5.	Legal and Investigation	Legal and investigation	Attend to all matters relating to the enforcement of election laws for the maintenance of conducive of environment for the conduct of free and fair election	Judicial matters  Investigation in to complaints  Law reforms and enforcement	Addl CE (L&I)
6.	Planning and Training		Planning and progress review  Training and Development  Knowledge Management Unit  Statistics  Media unit	Development of the Strategic Plan Preparation of Annual Action Plan	Dir (R&P)

Serial No.	Division	Sub Division	Objectives of the Division	Duties	Officer Responsible
			A proper planning and evaluation mechanism will be establish for the Election Commissi on and the capacity of the staff needed for the conduct of free and fair election will be enhanced	Operations monitoring and progress review relating thereto  Organizing capacity building programmes for the staff  Media relat-ed activities	
7.	Finance and Asset Management	Finance	An efficient, effective and accurate finance and asset manage-ment pro-cess will be established for the conduct of free and fair elections	Preparation of financial plans,  Preparation of budget estimate,  Accounting and preparation of returns,  All receipts and payments  Issuing instructions on financial management  Maintenance of bank accounts  Advances to public officers  Answering audit queries  Liaising with the Committee on Accounts  Action on various deposits accounts	CFO  Acct (Pymnt)

Serial No.	Division	Sub Division	Objectives of the Division	Duties	Officer Responsible
		Procurement and Asset Management		Procurements, Stores management, Board of survey, Asset management, Maintenance of machinery and equipment including communication equipment, Settlement of telephone/ electricity and water bills	Acct (Procurement)
8.	Internal Audit		An efficient and effective internal control mechanism will be established for the conduct of free and fair elections	Auditing, Liaising with the Audit Management Committee, Liaising with the Department of Audit Management	Internal Auditor
9.	Information Technology		An efficient and effective information technology system will be established in the Election Commission while introducing effective modern technological	Management of the data base of the Electoral Register, System analysis, development and software manufacturing, Liaising with Information and	DGE Dir IT

Serial No.	Division	Sub Division	Objectives of the Division	Duties	Officer Responsible
			methods applicable to the election process	<p>Communication Technology agency and other relevant institutions,</p> <p>Maintaining official social websites</p> <p>Conduct of IT training programmes,</p> <p>Maintenance of internal computer networks and repairs to computers</p>	

## 4. Photo Gallery



Mr. D.S. Senanayake addressing an election rally



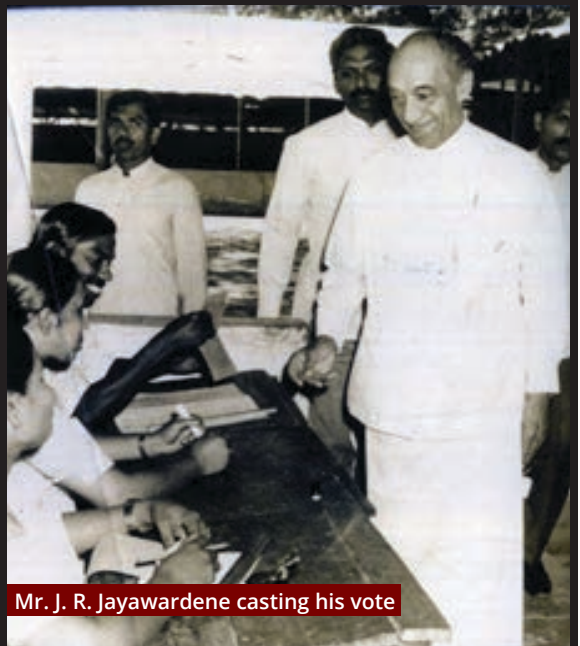
Mrs. Sirimavo Bandaranaike casting her vote



Mr. Dudley Senanayake addressing an election rally



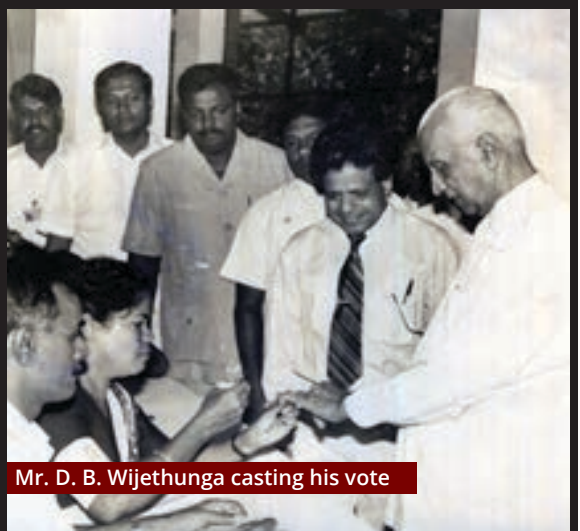
Mr. S. W. R. D. Bandaranaike casting his vote



Mr. J. R. Jayawardene casting his vote



Mr. R. Premadasa casting his vote



Mr. D. B. Wijethunga casting his vote

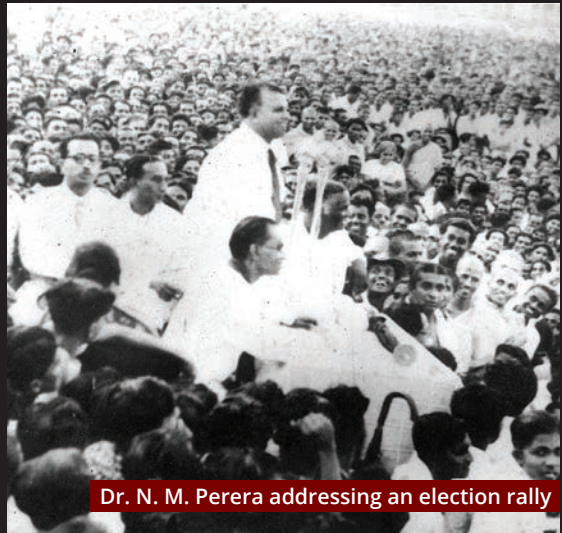




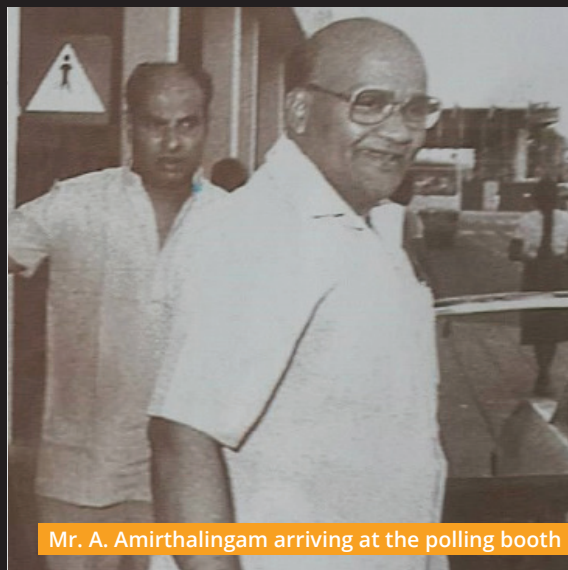
Mr. S. J. V. Chelvanayagam arriving at the polling booth



Mrs. Chandrika Kumaratunga casting her vote



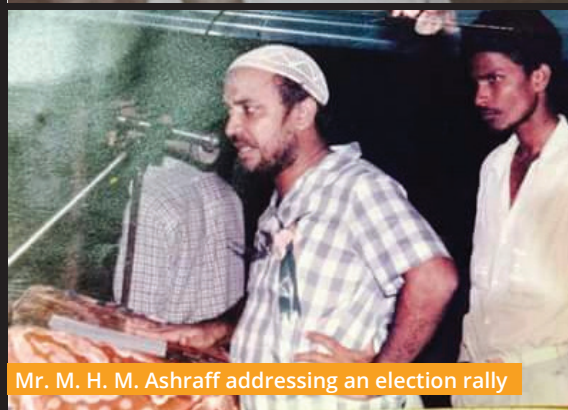
Dr. N. M. Perera addressing an election rally



Mr. A. Amirthalingam arriving at the polling booth



Mr. Mahinda Rajapaksha casting his vote



Mr. M. H. M. Ashraff addressing an election rally

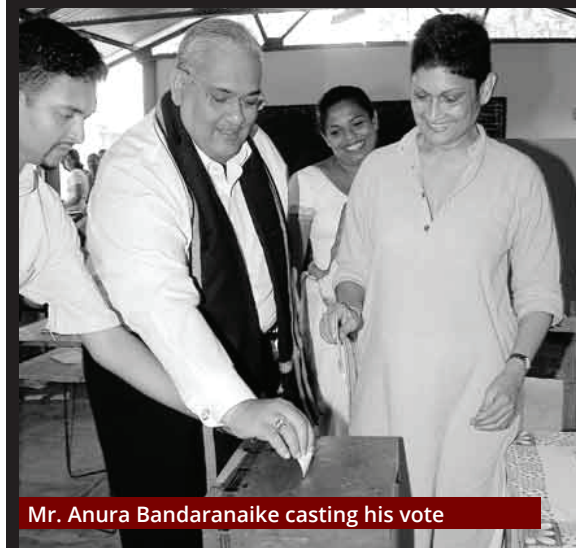




Then Commissioner of Elections Mr. Dayananda Dissanayake with guests at the Official Launch of the Automated Electoral Register System at the Election Secretariat in 2007



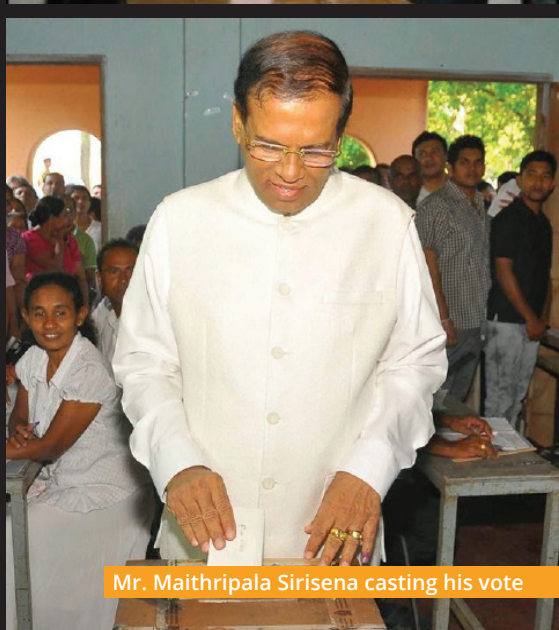
Mr. Anura Bandaranaike casting his vote



Mr. Karu Jayasuriya casting his vote



Mr. Ranil Wickramasinghe casting his vote



Mr. Maithripala Sirisena casting his vote



Mr. R. Sampanthan addressing an election rally





Still eager to vote



Happy mother who cast her vote with her daughter's assistance



Enthusiasm is still alive, voting for the first time in 1954 and at the recently held election in 2015



Marriage and the vote a doorway to a new life



Counting in progress at a counting centre



Lined up to cast their votes



Carrying Ballot Boxes





Facilitating the poll under tiring circumstances



Being disabled is no barrier to exercise the right to vote



Distribution of official polling cards



Waiting to cast their votes



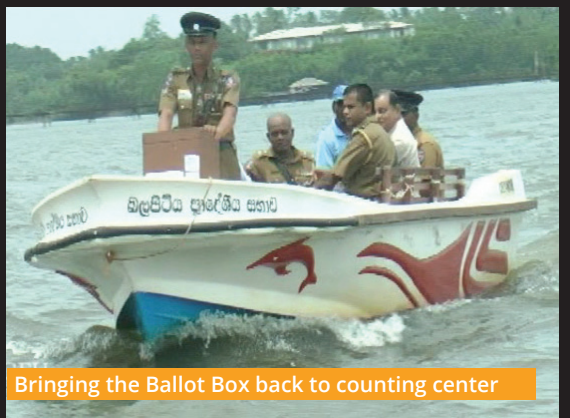
Mr. Chandrananda De Silva, Election Commissioner announcing elections results



A member of the indigenous Veddah community at a polling booth



Mr. Mahinda Deshapriya, Commissioner of Elections at a media briefing



Bringing the Ballot Box back to counting center



## Workshops and Discussions on the Development of the PSP in progresss



Participatory Strategic Plan (PSP)  
Election Commission of Sri Lanka

2017-2020



## Workshops and Discussions on the Development of the PSP in progress





## Workshops and Discussions on the Development of the PSP in progresss



Participatory Strategic Plan (PSP)  
Election Commission of Sri Lanka

2017-2020

## 5. Abbreviations

<b>ACE</b>	Assistant Commissioner of Elections
<b>ACE (PE)</b>	Assistant Commissioner of Elections (Parliamentary Elections)
<b>ACE (LAE)</b>	Assistant Commissioner of Elections (Local Authorities Elections)
<b>ACE (Admin)</b>	Assistant Commissioner of Elections (Administration)
<b>Acct (Payment)</b>	Accountant (Payment)
<b>Acct (Procurement)</b>	Accountant (Procurement)
<b>AD-IT</b>	Assistant Director Information Technology)
<b>Addl CE (L&amp;I)</b>	Additional Commissioner of Elections (Legal & Investigation)
<b>Addl CE (PE)</b>	Additional Commissioner of Elections (Parliamentary Elections)
<b>Addl CE (WP)</b>	Additional Commissioner of Elections (Western Province)
<b>Addl (LAE)</b>	Additional Commissioner of Elections (Local Authorities Elections)
<b>AO</b>	Administrative Officer
<b>CBOs</b>	Community Based Organisations
<b>CCS</b>	Ceylon Civil Service
<b>CFO</b>	Chief Financial Officer
<b>CIGAS</b>	Computerised Integrated Government Accounting System
<b>CNC</b>	Ceylon National Congress
<b>CSOs</b>	Civil Society Organisations
<b>DCE</b>	Deputy Commissioner of Elections
<b>DCE (Admin)</b>	Deputy Commissioner of Elections (Administration)
<b>DGE</b>	Director General of Elections
<b>Dir IT</b>	Director (Information Technology)
<b>Dir Legal</b>	Director (Legal )
<b>Dir R&amp;P</b>	Director (Research & Planning)
<b>EC</b>	Election Commission
<b>EMBs</b>	Electoral Management Bodies
<b>EMOs</b>	Electoral Management Officers
<b>EMS</b>	Electoral Management Systems
<b>GCE (OL)</b>	General Certificate of Education (Ordinary level)
<b>GND</b>	Grama Niladhari Division
<b>GNI</b>	Gross National Income
<b>HDI</b>	Human Development Index
<b>ICT</b>	Information and Communication Technology
<b>INGOs</b>	International Non Governmental Organisations
<b>KM Centre</b>	Knowledge Management Centre
<b>KPI</b>	Key Performance Indicator
<b>LFA</b>	Logical Framework Approach
<b>M&amp;E</b>	Monitoring and Evaluation
<b>PSP</b>	Participatory Strategic Planning
<b>Sec(EC)</b>	Secretary - Election Commission



# STRATEGIC PLAN

## 2017-2020

ELECTION COMMISSION OF SRI LANKA

Election Commission

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