



ELECTION COMMISSION

**PARTICIPATORY
STRATEGIC PLAN
2022-2025**

ELECTION COMMISSION PARTICIPATORY STRATEGIC PLAN 2022 – 2025

ELECTION COMMISSION - PARTICIPATORY STRATEGIC PLAN 2022 – 2025

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FOREWORD

ELECTION COMMISSION



Nimal G. Punchihewa
Chairman



S.B. Divaratne
Member



M.M. Mohamed
Member



K.P.P. Pathirana
Member



P.S.M. Charles
Member

Rule of the monarch in the ancient Sri Lanka, colonial administration, socio-economic advancement with the universal franchise gained in 1931, establishment of the Department of Elections after promulgating the Order in Council in 1946 under the proposals of the Soulbury Commission to elect representatives to the peoples' representative bodies and then the establishment of the Election Commission are discussed in detail in the Part One of this Participatory Strategic Plan.

The fundamental responsibility of the Election Commission is to prepare electoral registers and conduct elections safeguarding the peoples' sovereignty. The Election Commission is equipped with a strong institutional structure and an administrative mechanism for this purpose.

The first Election Commission established according to the Nineteenth Amendment to the Constitution, prepared and implemented the Four Year Strategic Plan 2017-2020 in order to achieve the above objectives efficiently and effectively and to exercise the powers and perform the duties vested by the Constitution.

The second Election Commission appointed according to the Twentieth Amendment to the Constitution also took a policy decision to prepare a strategic plan for the period of 2022 – 2025 in order to achieve its goals and embarked on it. It was agreed to follow the same participatory planning methodology in the preparation of its strategic plan as well, and therefore the assistance of the two local planning experts Mr. Sarath Wickramaratne and Mr. Upali Magedaragamage who assisted in preparation of the Strategic Plan for 2017 – 2020 was obtained to prepare the Strategic Plan 2022 - 2025. The Commission would like to place on record that their assistance amidst busy schedules, was instrumental in the preparation of this plan successfully.

The dedication and contribution of all staff officers of the Commission including the Commissioner General of Elections, Secretary of the Commission, and the staff of district offices in fulfilling this task are highly appreciated.

The valuable ideas and suggestions put forwarded by all stakeholders of the Commission were very much useful in formulating the strategic plan. We are grateful to all those organizations and individuals for helping the Commission to complete the plan successfully. The Commission also would like to thank the International Foundation for Electoral Systems (IFES) for sponsoring of organizing some discussions and workshops in preparation of the strategic plan and specially for printing this document.

The Election Commission established to conduct elections and perform the statutory duties, has expanded its structural and administrative boundaries in order to achieve the objectives of the Commission systematically and efficiently. The Commission commends the Director and the staff of the Legal, Investigation, Planning and Research Unit for the initiative it has taken and the co-ordination carried out to prepare this plan.

Finally, we strongly believe that the expectations of the Commission could be realized through implementing the activities in the Strategic Plan according to the timeframe indicated.

INTRODUCTION



Saman Sri Ratnayake
Commissioner General of Elections

Sri Lanka, the colony of several European powers for a long time, gained universal franchise in the year 1931. Universal franchise was granted to Sri Lanka after considering the situation of several countries in Europe, and the recommendations made by the Donoughmore Commission. Consequent to the agitations and revolutionary political activities initiated by educated capitalist class in the county, the British Government sent the Soulbury Commission in 1944 to propose a new constitution for Ceylon. According to the recommendations of the Soulbury Commission, The Ceylon **Order** (Parliamentary Elections) 1946 was passed for registering the electors and

conducting Parliamentary Elections. Similarly, laws were enacted for local authorities elections by the Local Authorities Elections Ordinance. Two separate departments under two Commissioners functioned from 1946 to 1955 to conduct elections, one department for Parliamentary elections and the other for local authorities elections. These two departments were amalgamated and formed the Department of Elections on 1st October 1955. Accordingly, from 1955 to 2015 registration of electors and conducting elections were carried out by the Department of Elections as an independent body which did not come under the control of any ministry.

Political parties, civil activists and election observer groups were agitating the governments from time to time to establish independent commissions. Seventeenth Amendment to the Constitution passed on 3rd October 2001 provided in its schedule for the Constitutional Council to establish commissions. But due to some problematic situations, the Constitutional Council could not appoint the Election Commission as expected.

However, under the Nineteenth Amendment to the Constitution passed on 15th May 2015, the first Election Commission was appointed on 13th November 2015 with three members. As the term of office of the Commission lapsed, the second Election Commission with five members came into operation on 10th December 2020 under the Twentieth Amendment to the Constitution.

When compared with the Department of Elections, the responsibility placed on the Election Commission seems broader with respect to the universal franchise, peoples' sovereignty, democracy, and the statutory functions vested by the Constitution and Elections Acts. The Election Commission decided to execute the administrative and institutional framework through a more systematic plan in order to meet peoples' aspirations.

Strategic plans are developed by the private sector agencies to maximize profit as given in the entrepreneurial objectives. It was accepted that a similar plan would be suitable for the Election Commission too which provides a public service to assure universal franchise, peoples' sovereignty, and democracy in order to perform its role and duties better. For this purpose, the Commission decided to utilize the strategic planning methodology commonly used by the private sector, but deviating from the conventional profit making motive and engaging in non-profit participatory planning methodology with the participation of all stakeholders.

Assistance extended by two local experts in the field of planning, Messrs Sarath Wickramaratne and Upali Magedaragamage is gratefully commended here. The Commission is of the view that their contribution in this exercise after laying aside all their personal engagements, cannot be discounted to a single sentence like this.

In this process, the Election Commission consulted all important active stakeholders at elections such as the leaders of recognized political parties, secretaries of parties, election observer groups, permanent representatives of the election complaints committee, Ministers of the Cabinet, Members of Parliament, and peoples' representatives of local authorities and the views expressed by them were taken into consideration in preparing the plan.

Views and suggestions expressed by various senior citizens' organizations, women's organizations, youth organizations, fisheries societies, agricultural societies, organizations of disabled persons, entrepreneurs in the private sector, and business community were very much useful in the preparation of this plan. In order to make this process a success, discussions were held in Colombo as well as in the main cities of districts.

Lengthy discussions/workshops held with the Advisory Committee, Planning Committee, staff officers, and branch heads of the head office, were very much helpful in designing the thrust areas, goals, objectives, strategies and targets in the plan in order to achieve the Vision and Mission of the Commission. The ideas and suggestions through consultative process were analyzed with the members of the Advisory and Planning Committees and they were lined up as activities in the plan. The activities identified were critically studied with attention to projected future scenario analyses, critical issue approach and assumptions in view of implementing them at district level. It should be noted that all characteristics of participatory planning have been followed in preparing this plan.

This Participatory Strategic Plan comprises of three parts. Part One deals with the historical and political background of Sri Lanka, the Constitution of Sri Lanka and franchise, and post-independence era, elections and associated matters. I believe that this part would be useful to the academics and researchers. Part Two consists of the thrust areas, goals, objectives, strategies, and targets identified in the preparation of the Strategic Plan, and strategic activities, responsibilities, and timeframes prepared to achieve them. This Part also covers the future role, actions and plans of the Election Commission. Part Three consists of annexures with information related to the plan. The report of the plan is printed in all three languages in accordance with the language policy of the Commission.

Leadership and guidance in the preparation of the plan were provided by the Chairman, Members, Secretary, and Co-ordinating Secretary of the Commission and I believe the same patronage will be provided by them in the implementation of the plan. I thank all those assisted in preparing the plan including Additional Commissioners of Elections, Chief Finance Officer, and Accountants, Deputy/Assistant Commissioners of Elections, Directors, and Assistant Directors, Translators and all other officers in the Election Commission.

I am grateful to the International Foundation for Electoral Systems (IFES) who financially supported to conduct some training programmes and workshops. It is to be noted with thanks that the IFES also helped to print this planning document.

I would like to mention as a tribute to the Director (Research and Planning) and the staff of the Legal and Planning Division that they dedicated their service constantly to make this plan a reality.

We, the Election Commission, believe that the aspirations of the general public of the country could be realized through implementing the activities given in the Participatory Strategic Plan which are designed in line with the parameters of the Vision and Mission of the Election Commission. We anticipate assistance from the members of the public service, citizens including all stakeholders to implement the plan effectively. I also assume that the entire staff of the Election Commission is ready to work in devotion towards the realization of the objectives of the Strategic Plan.

PART ONE

1.1 Introduction

1.1.1 A short Description of Sri Lanka

Sri Lanka is an Island in the Indian Ocean of the Asian continent, 65610 km² in extent with 64364 km² of landmass and 980 km² of waterbodies. It has a 1,340 km long coast line and 29% of forest cover. It is located in between Northern latitudes 5°55' and 9°51' Eastern latitudes 79°41' and 80°53'. Maximum length of the Island (from Dondra Head to Point Pedro) is 432 km and maximum width (from Colombo to Sangaman Kanda point) is 224 km. Climate is tropical and monsoonal i.e. North-East monsoon (December to March) and South-West monsoon (June to October).

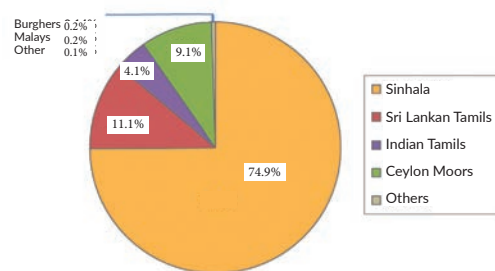
Amidst various predicaments, Sri Lanka has been placed in the group of medium income level. UN Human Development Index (0.782) in the year 2021 positioned Sri Lanka as 72nd among 189 countries in the world. At Present, per capita GNP is USD 3,682 while the Literacy rate is 93%. Life expectancy at birth is 77.22 years.

1.2.2 Historical, political and social background

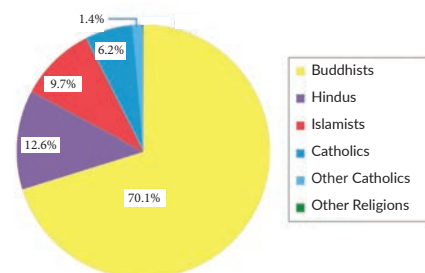
Sri Lanka is a multi-ethnic country enriched with natural beauty. By mid 2021 the estimated population was 22.1 million. This population consists of Sinhalese, Tamils (Sri Lankan and Indian), Ceylon Moors, Malays, Burghers, indigenous and other ethnic groups. Sinhalese population is 16.5 million. Tamils 3.3 million (Sri Lankan Tamils 2.4 million and Indian Tamils 0.9 million). Ceylon Moors 2.0 million. Malays 0.04 million. Burghers 0.04 million and other ethnic groups are 0.02 million. By religion the Buddhists are 15.5 million. Hindus 2.7 million. Islamists 2.1 million. Catholics 1.6 million and other religions 0.01 million. Percentages at Sinhala and Tamil populations are 74.9% and 15.2%, respectively. The Malays of 0.2% among the Muslims are a subgroup of Muslims who had been brought down by the Dutch from their colonies in the Far East. Burghers 0.2% are the descendents of Europeans who ruled Sri Lanka during the colonial period. This group also intermixed more or less, with other ethnic groups.

A local style of music belonging to Iberian traditions brought by the Africans who came to Sri Lanka with Portuguese is lively maintained in the Western, North-Western and Eastern Provinces even today which signifies the multi-ethnic nature of the population in this country.

By the end of year 2021, the number of registered electors is 16,575,646 (16.5m) while the annual growth of the registered number of voters was about 1%. The number of recognized political parties was recorded as 79.



Population according to ethnic groups
(Figure 1)



Population according to the faith
(Figure 2)

There is historical evidence to prove that there were human settlements with developed cultural characteristics in Ceylon even during the period when Vijaya arrived. Anuradhapura was the first Kingdom (capital) of Ceylon. There is written evidence that there were local rulers centered in Magama in the South and in Kelaniya in the West. Thereafter the Kingdom moved to Polonnaruwa, Dambadeniya, Kurunegala, Gampola, Kotte, and Kandy due to various reasons. As per the history of the country there was

a local rule centered in Jaffna in the North when the Kingdom of the country was moving southwards. The dynasty commenced with Vijaya ended with the rule of last king Sri Wickrama Rajasinghe in the Kandyan Kingdom. History says that 176 Kings and Queens ruled this country for 25 centuries from the 6th century BC upto the early part of the 19th century.

There are special characteristics of the Kings rule of Sri Lanka. King was the head of state. All powers were with the King. Today we have the legislative, executive and judiciary under a democratic system of administration but under the kings' rule all the powers of making the law and rule of the law were vested with the king. There is evidence that there were crown princes, subordinate kings and regional rulers engaged in governing the country. Ministers were there to advise the king and to execute the orders of the king.

In ancient era envoys have come from various kingdoms or empires such as South India and other parts of India, from China, Burma (Myanmar), Siam (Thailand), Arabia, Persia, Greece, and Rome, for trade purposes or with ulterior motives of invasions. By the end of 15th century Sri Lanka was a country with a Sinhalese majority and a population of minorities such as Tamils, Muslims, indigenous and other ethnic groups.

Portuguese arrived in Sri Lanka in the beginning of the 16th century, that was in or around 1505 AD. Portuguese came for the purpose of trading, but ended up with ruling the maritime area for a period more than 150 years. Portuguese control came to an end with the advent of the Dutch and the maritime provinces were under them from 1656 to 1796. British conquered those maritime provinces in 1796. With the signing of the Amiens Treaty these provinces were ruling by the British. Subsequently, with signing of the Kandyan Convention in 1802 the whole Island became a British colony. Thus, the Ceylon gained Independence (dominion status) from the British Empire on 4th February 1948.

Periods of western rule were important in the political, economic and social spheres of the country. Monarchical rule came to an end in the British period. Democratic principles entered into the politics of this country. The subsistence agro based economy on

the rural agriculture was converted into a plantation economy with tea, coffee, coconut, rubber and cocoa. English planters brought down South Indian labour for their plantations and settled them in the up-country. This marked a significant social dimension in the British period.

People followed Buddhism, Hinduism and Islam and with the advent of the Europeans in the country, Catholicism was also added into the list of religions. Roman Dutch law and the English law were introduced during the periods of the Dutch and the British. These laws were comfortably positioned in the local legal system and they are the laws that are being practiced in this country today.

In the march towards the Westminster pattern of government, the constitutional reforms introduced by the Donoughmore and Soulbury Commissions played a decisive role. These are described in detail in the passages that follow. However it has to be accepted that the independence conferred in 1948 was not a total independence but only a dominion status. As argued by some critics the Queen of England was still the Head of State. The highest court to take final decisions was the Privy Council or the Queen's Court in the United Kingdom, and agreements had to be signed with the British government in aviation and naval matters. All these limitations proven that Ceylon did not enjoy total independence till 1972.

With the passage of the Constitution of Sri Lanka 1972 these complexities were resolved. The Constitution of Sri Lanka (1972) made Sri Lanka totally independent from the British Crown, removed the position the Governor General from the Constitution and replaced it with a nominal President and introduced a system of administration with an Executive Prime Minister and a Cabinet of Ministers.

With the Second Amendment to the Republic Constitution of 1972, an Executive Presidency was introduced in place of the nominal President in to the Sri Lankan political scenario. According to the provision given in the amendment the then Prime Minister was appointed as the Executive President. The 1978 Constitution of the Democratic Socialist Republic of Sri Lanka made the position of the Executive Presidency as a very powerful. The Cabinet of Ministers headed

by the President became the chief Executive of the government.

Sri Lanka, being a multi-ethnic, multi-religious and multi-cultural society exercises universal franchise from the year 1931 and practices parliamentary democracy. From the year 1947, she elects her Parliamentary representatives using the people's voting power. From 1948 to 1955 the elections for local authorities were conducted by the Commissioner of Local Authorities Elections. Parliamentary elections were conducted by the Commissioner of Parliamentary Elections. The date 1st October 1955 is very much significant in the history of elections in the country, because it was the day the two departments i.e. the Parliamentary Elections Department and Local Authorities Elections Department were amalgamated and consequently the Department of Elections was established. Since then upto 17th November 2015, all parliamentary elections, by-elections, provincial councils elections, local authorities elections, and the referendum were conducted by the Commissioner of Elections. Even though the Seventeenth Amendment to the Constitution provided provisions for establishing a Election Commission, it was established only after the Nineteenth Amendment. Accordingly, the Election Commission with three members was established on 13th November 2015 as recommended by the Constitutional Council and came into operation from 17th November of the same year.

Meanwhile, the Twentieth Amendment to the constitution was passed on 29th October 2020 and as a result the Election Commission was established with five members and came into operation on 10th December 2020 .

1.1.3 European political culture in Sri Lanka

Portuguese were the first Europeans who conquered Sri Lanka, in 1505. They built a fort with a harbour in Colombo and expanded their power in the maritime areas. Since then they controlled the area, but did not make any significant changes into the administrative structure of the country. People of this country resented the occupation of the Portuguese and continuously condemned their influence and there were clashes between the two parties throughout the 16th century.

Dutch arrived in Sri Lanka in the year 1602, that was the time the Sinhalese were waiting for support from somebody to chase away the Portuguese from the country. The king of the Kandyan Kingdom asked for the assistance of the Dutch for this purpose. During the period from 1640 to 1656 the Dutch fought with Portuguese and finally chased the Portuguese from Ceylon and they controlled the coastal areas from 1656 to 1796.

The British arrived here in 1796. The areas that were under the Dutch became a colony of the British with the Treaty of Amiens signed in 1802. The British invaded Kandy, the last Kingdom of Sinhalese in 1803, but they were defeated. However, the signing of the Kandyan Convention on 2nd March 1815 between the chiefs of the Kandyan Kingdom and the British, the Kandyan provinces fell under the British. In this manner all the areas, which were free hitherto became under the control of the British and they ruled the country until 1948.

1.1.4. History of Constitutional Reforms and Voting Rights

1.1.4.1. Pre-Independence Era

I. Ceylon National Congress

The Ceylon National Association came in to being in the year 1888. The Ceylon Reform League was founded in 1917. The Sinhalese and Tamil politicians who worked in close association with these two organizations politically worked in unison and founded Ceylon National Congress on 11th December 1919. The Ceylon National Congress continued to agitate for constitutional reforms. In this manner the national movement emerged in the early part of the 20th century during the colonial rule and played a major role in gaining Independence in 1948.

II. Colebrooke-Cameron Reforms

The Colebrooke-Cameron Reforms of 1833 originated a utilitarian liberal political culture and introduced one single administrative system for both Kandyan and maritime provinces. This opened the way for establishing a representative legislature with an Executive Council and a Legislative Council. Nine officials and Six non-officials, 15 members in total, were appointed to the Legislative Council by these

reforms. Another two non-officials were added to this council in 1889 to represent Kandyan and Muslim. In this manner the non-officials appointed were three members to represent Europeans, One member, to represent Sinhalese, One member, to represent Tamils, and One member to represent Burghers. By the revision in the year 1887.

By the end of the 19th Century there emerged a new western educated class. A Civil Service and other professional services for legal, educational and medical fields were introduced by the British. The new leaders surfaced from various ethnic groups elected on communal basis, entered into the State Council. There was an unsurpassable unity among the political leaders who came from all ethnic groups during the first two decades of the 20th Century, but this unity was later impaired.

III. Crew-McIlum Reforms

The Crew-McIlum Reforms of 1910 introduced the system of electing members to the Legislative Council by vote in the history of Constitutional reforms in Sri Lanka, for the first time. According to these reforms the number of members were twenty one (21) and eleven (11) members out of them were officials and ten (10) were non-officials. Eleven (11) officials consisted of six members appointed by the governor and five members appointed exofficio. Ten (10) non-officials were two for low-country Sinhalese, two for up-country Sinhalese, two for Tamils, one for Muslims, two for Europeans, one for Burgher and one for Ceylonese. Only a limited number of persons had the voting right at this election.

IV. Manning-Devonshire Reforms

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

Reforms of 1920 increased the number of members in the Council upto thirty seven (37), with fourteen (14) officials and twenty three (23) non-officials. Out of the twenty three (23) non-officials, eleven (11) members were elected with public vote, seven members were appointed by the Governor and five members represented special electorates.

This number was further increased to forty nine (49) in the year of 1924. That consisted of twelve (12) officials and thirty seven (37) non-officials. Out of the thirty seven (37) non-official members twenty three were (23) elected from an election held in the provinces. Eight (8) were appointed by the Governor, (Three Muslims, Two Indian Tamils, and Three from special constituencies) Six (6) to represent communities (Three Europeans, Two Burghers, One Ceylon Tamil).

V. 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.

When introducing universal franchise to Ceylon in 1931, the Commission was of the view that the general public would not be interested in the administrative system of the country as the franchise granted to Ceylon was limited to a small segment of the society and as such the Commission proposed that the franchise should be extended to every person over 21 years of age who had not been convicted for any offence and not subject to mental disorder irrespective of gender. In preparing the electoral register, the residence of persons was taken into consideration and it was made mandatory that persons should have six months residence in the relevant electoral district, prior to the 1st 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 Fifty (50) representatives to represent their electorates in the State Council in 1931. In addition there were two members appointed by the Governor and three Crown Colony Officers. 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.

VI. Soulbury Commission

As a result of the agitation and the pressure built by the Ceylonese demanding wider 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.

Consequently, 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 vote and the other six 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 26th 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 during 19 days from 23rd August, to 20th September 1947. It was this parliamentary election symbols for political parties were introduced replacing the system of color boxes for voting.

With the introduction of the Citizenship Act of 1949, some of the Tamils of Indian origin who lived in the estate plantations of the hill country and who failed to prove or obtain citizenship were not only deprived of their citizenship, but also of suffrage. This is a significant event that took place during this period in terms of political changes.

The legislative enactment passed in 1959 to reduce the eligibility of age to vote from 21 years to 18 years was another important piece of legislation occurred in relation to the election history.

As recommended by the Soulbury Commission, the Senate of Ceylon (the Upper House) was established in 1947. The Senate consisted of thirty (30) members of whom fifteen (15) were elected by the House of Representatives and the rest were appointed by the

Governor General. One of the principal functions of the Senate was to act as a reviewing chamber by scrutinizing or amending bills passed by parliament. The House of Representatives passed the Ceylon Constitution (Amendment) Act No 36 of 1971 on 2nd May 1971 to abolish the Senate. This Act received Royal Assent on 2nd October 1971, and it was the eighth amendment to the Soulbury Constitution.

1.1.4.2 Post- Independence Era

I. Republic Constitution 1972

The constitution passed on 22nd May 1972 is known as the constitution of Sri Lanka (Republic Constitution). This is the first constitution promulgated after independence 1948 and the Soulbury Commission. The name of the country "Ceylon" was replaced with the name "Sri Lanka" by this constitution. Sri Lanka was declared a free, sovereign, independent and also a unitary state. The basic features in the constitution, were that the sovereignty was vested with the people, under tri-forces of legislative, executive, and judicial power structure. Coexistence and equality were declared as public policies. Power was centered in the Premier, Cabinet of Ministers, and judiciary. The National State Assembly was declared the supreme body and that the legality of laws enacted by the National State Assembly cannot be challenged. The term of office of the President was four years and the President can be removed from office by a no-confidence motion with 2/3 majority.

It was with the 1972 constitution that Sri Lanka became a truly independent and Sovereign Republic removing all its legal bonds with the British Crown.

Sovereignty was vested entirely in the National State Assembly and its term of office was limited to five years. Members of the then 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.

II. Second Republic Constitution 1978

On 7th September 1978, the National State Assembly replaced the first Republic Constitution and enacted the Second Constitution as the Democratic Socialist

Republic of Sri Lanka. This constitution has undergone 20 Amendments upto the year 2020. It replaced the constitution of Sri Lanka, 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 legislature and as Executive President elected by the people. The new constitution also introduced a form of proportional representation from electoral districts for elections to the parliament which consisted of 196 numbers.

Supremacy of parliament was removed and this constitution placed supremacy as an Executive President elected by the people. Other major features of this constitution were that the President was made the Head of State, head of the executive and head of government while being the Commander in Chief of the Armed Services [30 (1)]. He/She could appoint the Cabinet of Ministers and he/she could hold any number of ministerial portfolios. He/She could determine the number of ministers in the government, allocate any subject to any minister, and determine the subject areas and functions of the ministries [44 (1), (4)], appointment of non-cabinet ministers and deputy ministers [45(6), 46(1)], appointment of secretaries to the ministries and public officers [41(11)] and removal and look into their disciplinary powers [41(3)].

1.1.4.3 Amendments to the Constitution 1978

The constitution promulgated in the year 1978 has been amended twenty times up to the year 2020 in view of various objectives and expectations. All amendments to the articles in the constitution which bear direct relevant to elections are appended below in brief for easy reference.

This section (1.1.4.3) is concisely included in the report for the benefit of the professionals, researchers and academics.

I. First Amendment (20.08.1978)

The first amendment to the constitution was passed on 20th August 1978 by which the parliament was empowered to remove the judicial powers of any category of cases from the Court of Appeal to the Supreme Court by passing a law.

II. Second Amendment (28.02.1979)

Under the article 161 (d) of the constitution, if a member of parliament ceases to be a member of the recognized political party to which he/she belonged to, by reason of being expelled from such party he/she is entitled to apply within one month to the Supreme Court. The entitlement to be a member depends on the decision of the Supreme Court.

According to the this amendment, if the Supreme Court decides that the expulsion is not valid, a select committee comprising of five members of parliament can examine and report to parliament. If a resolution is passed by the parliament with voting of not less than eighty five (85) members in favor, he/she can retain the seat. This resolution cannot be challenged in any court.

III. Third Amendment (27.08.1982)

The term of office of president was six years. This amendment is to empower the president to declare his/her intention of appealing to the people for an election to elect a president at any time after the expiration of four years from the commencement of his/her term of office. Opinion of the supreme court was two third majority is sufficient for this amendment because it is not to extend the term of office. Amendment was passed on 27th August 1982.

IV. Fourth Amendment (23.12.1982)

A draft Act was tabled to extend the term of parliament by six years. Majority (four judges) opined that the supreme court can only approve the draft Act since the amendment needed two third majority in parliament plus a referendum. Chief Justice and three justices were of the opinion that the Act was totally inconsistent with the constitution. The fourth amendment said that unless sooner dissolved, the parliament continues until 4th August 1989. The amendment to extend the term of the parliament was passed on 23rd December 1982.

V. Fifth Amendment (25.02.1983)

When filling a vacancy for vacated, the secretary of that political party should be informed of the occurrence of such vacancy. If a nomination is not received within thirty days of such intimation, Commissioner of Elections should inform the President. Under this amendment the President should direct the

Commissioner of Elections within thirty days by a gazette notice to call for a by-election to fill the vacancy.

VI. Sixth Amendment (03.08.1983)

This amendment was brought in after the emergence of the ethnic conflict in 1983. A law was formulated that no person shall directly or indirectly support, espouse, promote, finance, encourage or advocate the establishment of a separate State within the territory of Sri Lanka and that any person who acts in contravention of these provisions shall be guilty of an offence. If the Court of Appeal, upon an application made thereto, declares that a member has espoused the establishment of a separate state, he/she shall be deemed to have vacated his/her seat in parliament. Such person is disqualified from sitting in parliament as a member, voting in parliament or getting elected to parliament. This amendment was passed in parliament on 03rd August 1983.

VII. Seventh Amendment (04.10.1983)

The number of administrative districts increased from twenty four to twenty five with the creation of the Kilinochchi district by this amendment. The amendment also provided that the number of judges exercising the jurisdiction and powers of the High Court in any judicial zone could be temporarily increased by the President through a warrant on the recommendation of the Minister of Justice.

VIII. Eighth Amendment (06.03.1984)

President was vested with the power to appoint attorneys at law who have reached eminence in the profession and have maintained high standards of conduct and professional rectitude as President's Counsels. The term "Senior Attorney-at-Law" was replaced with the term "President's Counsel".

IX. Ninth Amendment (24.08.1984)

Public officers were disqualified for election as Members of Parliament on the salary scales. The start of the salary scale, and effective time durations and its applicability is elaborated in this amendment.

X. Tenth Amendment (06.08.1986)

This amendment repealed the (8) and (9) Articles of the Article 155 and renumbered them. President has the authority to make emergency regulations under the Public Security Ordinance. The need to obtain two third majority in parliament to continue the emergency

regulations beyond one month, was removed by this amendment and it was also passed that simple majority is sufficient for that purpose.

XI. Eleventh Amendment (08.05.1987)

The eleventh amendment substituted the criminal jurisdiction of the High Court of Sri Lanka with jurisdiction and powers as parliament may by law vest or ordain; provided to appoint a Fiscal for the whole island and such fiscal to supervise and administer the deputy fiscals attached to all courts of first instance; the power of the Secretary/Judicial Service Commission to make all transfers was amended as power to make transfers in respect of scheduled public affairs; the jurisdiction of the Court of Appeal shall be exercised by the judges on various cases heard at a single occasion.

XII. Twelfth Amendment (28.09.1978)

Amendment suggested on 28th September 1978 to the Article 37(1) in order to make a mandatory provision to appoint an acting President and the Prime Minister to perform the duties of the President. This was not passed and therefore that amendment was defunct.

XIII. Thirteenth Amendment (14.11.1987)

Recognizing Tamil as an official language and English as a link language, establishment of Provincial Councils and their implementation were included in this amendment.

One basic purpose of this amendment was to establish the provincial councils system as a political solution to the ethnic conflict in this country. Provincial Councils Elections Act No 02 of 1988 was passed in consequent to this amendment.

XIV. Fourteenth Amendment (24.05.1988)

Following was included in the fourteenth amendment. Immunity of the President in the Article 35 is not applicable to cases filed in regard to a referendum or to an election conducted to elect a Member of Parliament, and the law was expanded to hear such cases making the Attorney General, the respondent; Expansion of the number of Members of Parliament from 196 to 225;

Appointment of a Delimitation Commission when it is required to divide electoral districts entitled to return more than 10 members;

Commissioner of Elections to certify the number of members to be returned in each electoral district after certifying the electoral registers for all electoral districts;

Explanation on the election of members according to the proportional representation (resulting number); and twenty nine (29) members in the national list were allocated to each political party and independent group according to the total number of votes polled in favor of them.

XV. Fifteenth Amendment (17.12.1988)

After certifying the electoral register the Commissioner of Elections had to certify the number of members to be returned from each electoral district by an order published in the gazette. The minimum number of votes that should be collected in the electoral district was changed from one eighth (12.5%) to one twentieth (5%).

The Commissioner of Elections should determine whether the number of members belonging to any community, ethnicity or otherwise elected, is commensurate with its national population ratio and should request the party or group to ensure as far as practicable that the representation of all communities commensurate with its national population ratio.

XVI. Sixteenth Amendment (17.12.1988)

The rights of languages was established by this amendment where both Sinhala and Tamil languages were made as languages of administration. Public records and the transaction of all businesses by public institutions of all provinces of Sri Lanka other than the Northern and Eastern Provinces will be in Sinhala.

All laws and subordinate laws should be formulated in both Sinhala and Tamil languages with a translation in the English language.

Sinhala and Tamil should be the languages of the courts all throughout Sri Lanka. Sinhala should be the language of the courts except for the areas where the administrative language is Tamil. At the appeals the language used in the preparation of the appeal should be the language used in the court.

XVII. Seventeenth Amendment (03.10.2001)

The seventeenth amendment introduced the constitutional council, and made provisions for the appointment of members to the scheduled Commissions and described the composition and powers of the constitutional council. The scheduled Commissions were the Election Commission, Public Service Commission, National Police Commission, Human Rights Commission, Permanent Commission

to Investigate Allegations of Bribery or Corruption, Finance Commission and Delimitation Commission.

The Chief Justice, Judges of the Supreme Court, President and the Judges of Court of Appeal, members of the Judicial Service Commission other than the Chairman, Attorney General, Auditor General, Inspector General of Police, Ombudsman, and Secretary-General of Parliament are appointed by the President on the recommendations of the constitutional council.

This amendment provided for the Election Commission to issue orders on the misuse of public property, to issue guidelines to media institutions in order to conduct free and fair elections and to appoint a competent authority to state media institutions.

XVIII. Eighteenth Amendment (09.09.2010)

The President was enabled by this amendment to declare the intention of calling for a fresh election to elect a President after the expiry of four years of his/her term. Accordingly, even a president elected for the second time, could take such action.

According to this amendment the President can attend parliament once in every three months and he has the right to address and send messages to parliament.

Article 41 A to H viz, the composition and functions of the constitutional council were repealed and new articles were substituted. The number of members in the constitutional council was amended as five instead of ten. The President should only receive the recommendations of the constitutional council. Prior to the eighteenth amendment, the President had to obtain recommendations of the constitutional council before making the appointments. But it is silent about the situation that arises if the President does not act accordingly. The eighteenth amendment clearly says that the President can remove members of commissions without the recommendation of the constitutional council.

The number of members of the Election Commission was brought down to three from five.

The person who held the position of the Commissioner of Elections on the day prior to the enforcement of this Act, should continue to hold such position from thence until the Election Commission is established and should exercise all powers and functions conferred to the Commission by the constitution; and he should

cease to function from the date the Commission is established.

The staff of the Department of Elections should function as the staff of the Commission from the date of the establishment of the Commission, according to the constitution and this staff should carry out the functions of the Secretariat of the Commission, at any time an election or a referendum is conducted.

Media guidelines for all media institutions should be prepared by the Election Commission. The responsibility of following the guidelines is vested upon all media institutions.

XIX. Nineteenth Amendment (15.05.2015)

The President is Head of the State, Head of the Executive and the Government and the Commander in Chief of the Armed Forces. He will hold office for a term of five years. No person elected twice to the office of President shall be qualified thereafter to be elected to such office.

President will appoint the constitutional council and three civilians for it.

Age limit of a candidate was raised from 30 years to 35 years.

Dual citizenship is a disqualification to be a people's representative.

President can express his intention to call up a Presidential election after completion of 4 years from his term.

It is the duty of the President to ensure the creation of proper conditions for the conduct of free and fair elections and referenda on the advice of the Election Commission.

Citizens should be provided access to the information in the public sector and the Right to Information Act. (Public sector includes ministries, departments, provincial councils, statutory boards, created by provincial councils, statutory boards and local authorities).

Authority to issue guidelines to all media institutions to conduct free and fair elections should be vested with the Election Commission.

It is the duty of the Chairman or Chief Executive Officers of Sri Lanka Broadcasting Corporation, Sri Lanka Rupavahini Corporation, Independent Television Network and other state media institutions to ensure the compliance with media guidelines issued.

XX. Twentieth Amendment (29.10.2020)

The number of members of the Election Commission was increased to five members and the quorum to three members by this amendment.

It shall be the duty of any broadcasting or telecasting operator or any proprietor or publisher of a newspaper, to take all necessary steps to ensure compliance with guidelines issued to them. This amendment provided to dissolve the parliament after 2 ½ years.

1.1.5 Evolution and the history of the Election Management Body of Sri Lanka

1.1.5.1 Department of Election

Sri Lanka received universal suffrage in 1931, but there was no single institution to hold elections till 1947. The responsibility of conducting elections was given to whatever organization that was available at the time. A Commissioner and Assistant Commissioners were appointed for the purpose and the Government Agents were entrusted with necessary powers to conduct elections at the district level.

The first parliamentary election was conducted in 1947. Elections of the Local Authorities were conducted in 1946 under the Local Authorities Elections Ordinance. Parliamentary election for the second parliament was conducted for 4 days during the period of May 24th to 30th 1946.

There were two departments to conduct elections from 1946 to 1955. The Department for Parliamentary Elections was established to register the electors and to conduct parliamentary elections and the Local Authorities Elections Department was established to conduct local authorities elections. On 1st October 1955 these two departments were amalgamated and instead created the Department of Elections.

Responsibilities of the Department of Elections were to take necessary action to safeguard the universal franchise of the citizens, by conducting free and fair elections, register qualified electors annually and

prevent unqualified persons getting registered. The Department of Elections did not come under the purview of any ministry.

During the period from 1931 to 2015, two State Council Elections; sixteen (16) Parliamentary Elections; seven Presidential Elections; A Referendum; Thirty six (36) Provincial Council Elections; (separate elections for each provincial council), and since 1991, nine elections for Local Authorities were held. The need to establish an Election Commission to conduct elections independently had been mooted from time to time by political parties and civil society organizations from about year 2000.

1.1.5.2 Election Commission

The seventeenth amendment to the constitution was brought on 3rd October 2001 and according to this amendment, the President had to appoint an Election Commission with the recommendations of the constitutional council. But, due to the issues that confronted in establishing the constitutional council, the Election Commission was not constituted. However, according to the seventeenth amendment the Commissioner of Elections who was in office by the day of the amendment was passed have to function as the Election Commission. Finally, the Election Commission with three members was appointed according to the nineteenth amendment passed on 13th November 2015. The Department of Elections with a history of 60 years was thus replaced with the Election Commission in the year 2015. Subsequently, the President appointed three members for the new commission on recommendation of the constitutional council and they are then Commissioner of Election Mr. Mahinda Dehapriya (Chairman), Mr. N.J. Abeysekare PC (Member), and Prof. S. Ratnajeewan Hoole (Member). Accordingly, the Department of Elections came to an end and the new Commission commenced its functions. The whole staff of the Department of Elections was attached as the staff of the Commission without any loss to their service, facilities and occupational rights.

After the completion of the term of office of the first Election Commission, the Second Election Commission was appointed and commenced its functions from 10th December 2020 with five members. The composition of the second commission is

Mr. Nimal G. Punchihewa, Attorney-at-Law (Chairman) and Messrs S.B. Divaratne (Member), M.M. Mohamed (Member), K.P.P. Pathirana (Member) and Jeevan Thiagarajah (Member). Mr. Jeevan Thiagarajah resigned from the post and Mrs. P.S.M. Charles was appointed on 28th October 2021 in his place.

1.2. Participatory Strategic Plan for the Election Commission

1.2.1. Need for a Strategic Plan

In keeping with the Universal Declaration of Human Rights and assuring the people to perform their role in taking part in the governance of the country. The newly established Election Commission realized it as a necessary progressive step to prepare a Participatory Strategic Plan with a clear vision, mission, thrust areas, goals, objectives, and targets for the Commission and to develop an action plan for four-year (2022-2025) period. Many commercial and profit oriented establishments prepare strategic plans and implement them. The basic expectation of such plan is the entrepreneurial objective of profit making. Leaving aside the basic objectives in strategic planning, the value of the decision taken by the Election Commission, an institution established for nothing but to safeguard democracy, universal franchise and the people's sovereignty with the only objective of serving the people, to use an instrument like strategic plan for the purpose of making people to reap the fruits of their aspirations, is exceptional and inestimable. The Commission decided to use this methodology of Participatory Strategic Plan to realize the expectations of the citizens. Accordingly, assistance of two experts who are veterans in the field of planning was obtained for the purpose.

This strategic plan has helped the Election Commission to perform its role effectively and efficiently, taking the political changes resulted by a long drawn armed conflict, socio-economic, cultural potentials and dynamics of internal and external environments into serious consideration, and finally to strengthen the strategic dimensions of the Commission.

Participatory Strategic Planning (PSP) methodology has been identified as a new experience in effective management. It is a highly structured

and future oriented management technique that sets the programme and policy directions of an institution. Therefore, this methodology was applied in the Election Commission too for developing a four-year (2022-2025) Participatory Strategic Plan with a vision, a mission, values, thrust areas, goals and objectives encouraging its staff at every level with their deeper personal commitment. As a result, all officials of the Commission had a place at the tables of discussions and an opportunity to voice their views in the planning process.

The Participatory Strategic Planning also helped the institutionalization of the vision by channeling energy into achieving key strategic goals identified by the officials during the intensive workshops conducted for the purpose.

The planning process also instrumental in accepting the differences and minimizing polarizations and conflicts, identifying significant organizational changes required, addressing barriers, and identifying areas that should be improved. In this exercise, the Critical Issue approach and Projected Future Scenario Analysis were applied.

1.2.2. Review of the first Participatory Strategic Plan 2017-2020

Election Commission prepared its first Strategic Plan for the period of 2017-2020 following the methodology of Participatory Strategic Planning with attention to more systematic and fundamental concepts of planning. The plan was ceremonially launched on 16th November 2016 at the Sri Lanka Foundation Institute with the participation of Secretary to the President, Secretary to the Prime Minister, secretaries to ministries and other public officers, representatives of political parties, representatives of stakeholders and officers of the Commission. At this ceremony an indepth review on the strategic plan was conducted with a panel of professionals.

At the launching ceremony, it is worthwhile to note here that the Secretary to the President at his keynote address mentioned that out of the ten commissions established under the nineteenth amendment it was only the Election Commission that has taken steps to prepare a Strategic Plan with a view to achieving the objectives of the Commission.

The responsibilities of implementing the activities identified under the vision, mission, thrust areas, goals and specific objectives were vested with relevant officers. The activities and sub activities of the Annual Action Plan were matched with the timeframe.

Implementation of activities in the Strategic Plan started from the year 2017. This was a novel experience to the officers of the Commission. The activities were systematically arranged in a new pattern and implemented in all districts. Strategic activities identify with new approaches, going beyond the conventional system, became popular not only among the officers but also among the stakeholders. The activities such as "Paura", a short film festival on the theme of Universal Franchise, and Democracy, the Research Symposium on the same theme arranged to inculcate productive attitudes among school children, university students, and academics earned the respect of those who participated in the events. In parallel, Youth Parliament Programme, Student Parliament Programme, various awareness programmes related to the subject of promoting democracy, street dramas, quiz programmes, art competitions, walks, vehicle rallies etc., were organized in collaboration with other state institutions. This kind of new programmes, projects and activities crossed the boundaries of the subject of conducting elections, the major function of the Commission, and proved that the vision and mission could be easily achieved.

Its to be noted that in implementing the PSP, the Commission had to face certain challenges. One such challenge was that the staff of the Commission had to be saddled with statutory functions and essential activities related to three elections: (a) local authorities elections in the year 2018 (b) presidential election in the year 2019 and (c) parliamentary election 2020, which had to be organized in a very short period.

Another challenge that came across was conducting local authorities election in 2018 under a new electoral system. It has to be accepted that the Commission was not able to achive the targets in implementing some of the Strategic Plan as expected because the entire staff of the Commission had to engage heavily in the elections as well as in the post-election activities. This situation had been forecasted under the 'Assumptions' of the plan. Even under such

conditions the Commission was able to realize some of the objectives of the plan. However, it has to be noted that some of the activities indicated in the plan were helpful in conducting the elections successfully. In addition, some of the strategic activities were directly helped for the managing the elections effectively which were conducted during this three year period.

The unanticipated Covid-19 epidemic severely affected not only the whole structure of the state administrative mechanism, but also for the day to day life of the general public. Therefore, some activities proposed in the Strategic Plan could not be implemented due to the health guidelines such as social distancing and restrictions on social gatherings imposed by the government. However the Election Commission was able to conduct the parliamentary election 2020 following the health guidelines taking necessary preventive and precautionary measures seriously in order to counter the threat of the virus especially at a time where the whole society including the general administration of the country was in a chaotic situation. The Commission was able to uphold the dignity of the public service.

The Commission took every step to give priority to the activities in the strategic plan and adopted methods to get a feedback by reviewing the progress of activities according to the timeframe, quarterly and annually amidst such difficult social and economic setbacks. A report was obtained from the National Planning Department of the Ministry of Finance after a systematic appraisal carried out by them as indicated in the plan and this report was discussed at a meeting with all officials of the Commission, and the weaknesses and the shortcomings in the implementation of the plan were identified discussed in details.

After this exercise, the activities of the plan 2017-2020 were categorized into three i.e., (a) activities that were fully completed (b) activities that were started, but could not be completed and (c) activities that could not be implemented at all. The activities accomplished were also identified as those which needed to be continued in view of their relevance to the future.

1.2.3. Projected Future Scenario

It is essentially required to analyze the projected future scenario when a Strategic Plan is formulated. The

Election Commission is of the view that it is a futile exercise, if a Strategic Plan is formulated without such an analysis. Although an analysis is carried out, many projects are subject to revision in view of the conditions that prevail at the time in the country and of the past experiences. However, the taking of unavoidable circumstances into consideration is a major component in planning. Election Commission is aware that it is burdened with a specific and decisive role through this Strategic Plan that is prepared to achieve the vision, mission, goals, objectives, and strategies. In this context, a few aspects that impact directly upon the functions of the Election Commission, were projected through a process of analysis i.e., Static Analysis, Comparative Analysis, Process of Change Analysis and Trend Analysis.

1.2.3.1. Economic aspect

It is a common practice of all governments from Independence to date, to carry out short term/long term welfare programmes to minimize the pressure exerted upon the people in the country's economic background. The expansion of the public sector is also an inevitable cause for such economic pressure. The government expenditure on SafetyNet programmes may increase heavily. Further, there may be a tendency of misusing public properties at elections with influence of politicians and the certain bureaucrats. There may be a possibility of increasing the inflation rate as well as the unemployment situation.

1.2.3.2. Social aspect

Percentage of voting at polls could be enhanced by the enforcement of election laws, and by educating voters of the importance of casting vote. The rejected number of votes may become minimum. Persons of special needs and disabled voters may make their voice further to gain the required facilities to cast their vote without barriers. However, it is also possible that the number of persons who reject the exercising of franchise would increase due to various social and political matters. Need for making awareness about the preparation of an all inclusive register of electors will be a major requirement. Trust on the electoral process and the Commission among the people may continue unchanged.

1.2.3.3. Cultural aspect

Culture is a subject mostly discussed in Sri Lanka and it actively contributes towards almost everything in

the life of the people. Ethnicity, caste, and religion are significant in this regard. There is a pressing need for programmes to get the marginal communities actively involved in the electoral process. This plays a decisive role not only in narrow the political gains, but also in selecting persons for nominations and in selecting persons for offering various positions after the election. It is possible that religious ceremonies and programmes are increasingly used for political purposes and there is a need for having a effective machanism to implement the government policy of official languages.

1.2.3.4. Political aspect

A broader dialogue about the legal provisions to introduce criteria for recognizing political parties, may arise. It is possible that political parties that are based on ethnic and religious identities and which do not mantain internal democracy, may try to get such parties recognized. The increase of recognized political parties will continue to be a hindrance to manage elections. Violation of election laws by the ruling party and violation of laws by all contesting parties grow up and it will be on the rise in the future. International and local non-government organizations are heavily involved in political activities for their personal gains.

1.2.3.5. Gender aspect

Gender is a concept accepted worldwide today and it is imperative that the Election Commission also focuses on it. People will agitate that the compulsory quota for women's representation introduced to the local authorities should apply to other representative bodies as well. Increase of women's participation in party politics will be considered as a positive development by the society in future. The regressive mental state among women to enter into mainstream politics will continue to be prevailed. In this context, there will be a tendency within the peoples' repersentative agencie to take action for establishing gender units.

1.2.3.6. Youth aspect

Today there is a growing tendency of the youth pulling back from politics or withdrawing the participation in political institutions which may continue to be so in future as well. The society will aggressively claim for more youth representation since the women's representation has alredy been made legally mandatory. There will be proposals

for alternative methods of increasing youth representation upto specific percentages in all people's representative bodies. Amendments made to the law providing the opportunity for the youth to get registered in the electoral register as and when they complete their age of 18 years, will be appreciated by the youth community.

1.2.3.7. Media aspect

Misleading information that would be shared by political parties/candidates in social media may create an unhealthy social environment and could distort the public opinion. During the periods of elections state media would be used to give publicity for the government programmes such as distribution of rations and opening of development projects to influence the public in favor of supporting the candidates associated with the government in power. Private media also act in favour of there instersted political parties and candidates. The Election Commission's stand on television and broadcasting frequencies as public properties will be continued as it is.

1.2.3.8. Legal aspect

Elections are conducted according to the legal provisions in the constitution and the election laws. Many of these laws have been framed to cater to the needs existed in the past. Not only the Election Commission, but also the civil society organizations, social activists, political parties, government officials, election observer groups would expect laws to be amended to match the present conditions. Amendments are required to the methods of recognizing political parties, electoral systems, deposits for candidacy, advance voting, electronic voting, regulation of election expenditure, disqualifications of candidates, women's and youth representation, media guidelines, campaign activities, prevention of the misuse of public property, establishment of an election tribunal, recalling of people's representation in line with the current needs etc.

1.2.3.9. Environmental aspect

Opinions are expressed that the use of polythene and other similar material should be prohibited for political campaigns. But, it could be observed that those materials would be used by political parties/ groups futher for their propaganda work since those

are cheaply and easily available. In addition, using of public addressing system for campaigns and meetings will be continued further the neglecting the laws and social ethics and disturbing the activities of schools, places of worship, courts, and hospitals. The public agitation against such environmentally harmful and socially disturbing campaigns will continue to stay. Green policy will also prolong.

1.2.3.10. Technical aspect

It is a tendency that technology in election related activities is utilized to its maximum by political parties/ candidates and also by the state machinery. Use of social media for campaign work is prime in this regard. The free availability of internet facilities, expansion of their covering areas, advancement of implements and technology may be further widened. Opinion polls carried out by individuals tend to communicate false information, will bring adverse impacts and disfigure the actual public opinion. Media guidelines are being violated by displaying advertisements on digital screens in public places and they will continue as political campaigns without respecting any regulation. Election results will be transmitted speedily and attractively by using most modern technology. Easy technological methodologies, and the modern systems of their use will help public services offered by the Election Commission as well.

1.2.3.11. Election observation aspect

Although the long standing election observation is not supported by any legal provision, it will continue in future as well. Roles and functions of observer groups may be broadened in future and new observer groups may emerged. Programmes will be developed for more independent observations and reporting, while strengthening the observation groups.

1.3. Strengths of the Election Commission and areas that need to be improved

1.3.1. Strengths

The Department of Elections with a dignified history of 60 years was converted as the Election Commission in 2015 under the nineteenth amendment to the constitution. All the staff of the Department of Elections were attached, as the policy of the government, to the Election Commission with all

privileges and facilities they were enjoying thereto. Statutory powers vested in it by the constitution and Elections Acts and its strengths along with the areas that need to be improved, were brought into light at a series of discussions had with the Commission and its officers in the preparation of this Participatory Strategic Plan.

Experiences gained at the preparation of the Strategic Plan for 2017-2020 were also reviewed at these discussions. It was disclosed that an independent, formal and organizational structure to perform the statutory functions, duties and responsibilities vested by the constitution and Elections Acts, efficiently and effectively. It was discerned that the knowledge of the officers on the elections laws and technical details and the long term experience they have gathered is a broad-ranging strength it owns.

The Election Commission alone cannot organize elections. It needs the assistance of the whole State machinery of the country. The Department of Elections and the Election Commission were able to conduct such a large number of elections impartially, freely, and fairly throughout the long history because of the capability of its officers to maintain a sound coordination with other institutions and their officers. The specific strengths identified in this regard were the systematic mobilization of all human and physical resources in the whole public sector, taking correct decisions on policy matters and impartiality in enforcing the law. When compared with other state institutions the Election Commission is respected by the public as an institution which operates in a transparent and accountable manner and functions efficiently with mutual respect and cooperation with international election management bodies. This is yet another strength the Commission is endowed with.

1.3.2. Areas for Improvements

It is appreciative that the skills, competence and attitudes of the officers of the Commission have been already identified and that they could be engaged to muster a higher service. The machinery of the Commission presently operating from head office to the district offices should be further expanded down to the Divisional Secretary and Grama Niladhari level and a monitoring system should be established

to cover all these levels. It is the need of the day the Election Commission which holds the major responsibility of safeguarding the universal suffrage and people's sovereignty, has a strong administrative structure going down to the Grama Niladhari level. With such an arrangement, the Election Commission should maintain direct contacts with electors in order to empower them through awareness programmes. These strategies will be helpful for the implementation of activities in the strategic plan.

Information technology is widely used by people today. Foreign election management bodies have given high priority to this important subject. Therefore, it is suggested that the Election Commission also has to follow this appropriately. Information technology has to be used broadly by the Election Commission in order to provide its services to the general public more efficiently. Information technology needs to be used in the day to day activities in the divisions of National Elections, Local Authorities Elections, Legal, Investigation and Planning, Administration and Finance and in the conduct of elections. The Information Technology Unit of the Election Commission should be strengthened and upgraded for this purpose to overcome the legal barriers prevailing at present.

Various academics, researchers, political parties and other organizations frequently visit the Election Commission and inquire about information related to elections. Therefore, the Research Unit of the Election Commission has to be strengthened and facilities required for stakeholders, researchers, and academics have to be essentially improved. A central data system and a system of continuous updating along with a mechanism to manage such systems, should be provided to the Research Unit to play its duties effectively.

Annual action plans have to be prepared to implement the strategic activities indicated in the Participatory Strategic Plan. A monitoring and evaluating process and a feedback process also should be attached to the plan. A mechanism is required to monitor, supervise, evaluate and to keep track on whether the activities are being implemented in correct direction achieving the expected outputs according to the planned timeframe. When collecting information for

this process the prescribed forms should be used and field inspections should be carried out utilizing information technology. Officers need to be trained in the monitoring and evaluating processes as well as in the subject of progress reviewing. The capacities of the Planning unit of the Commission have to be expanded and strengthened.

Steps have been taken to amend election laws and when they are amended, the relevant Acts have to be updated. Capacity of the Legal and Investigation Division should be enhanced as a programme to enforce the law and strengthen the Election Dispute Resolution machinery during a period of election and create an environment where the statutory functions of the Commission could be carried out efficiently and effectively.

Election Commission operates with a head office and twenty six district offices. Accordingly, the existing human and physical resources have to be improved in order to strengthen the institutional and administrative structures.

Suggestions have been made at district level meetings that awareness programmes for the public on universal suffrage, democracy and people's sovereignty should be conducted with the strategic plan 2022-2025. These suggestions have been embodied as activities in this plan. Awareness programmes have to be enriched with new technology, implements, activities, and suitable venues, going beyond the conventional methods that the Election Commission utilized at present. A training centre should be established for the Election Commission, and it should be provided with suitable modules and qualified trainers required for conducting awareness training programmes under a formal training plan.

In order to reach a high performance, capacity of all staff of the Commission should be developed and also their existing knowledge on election laws and regulations should be enhanced. Similarly, the current physical and human resources of the Commission too have to be improved to strengthen the whole system of head office and the district offices. This will enable to uplift the capacities of the staff of the Election Commission.

1.4. Methodology followed in the preparation of Participatory Strategic Plan 2022-2025

The second Election Commission took initial steps to prepare a Strategic Plan for the period of 2022-2025. For this, Information and experience gained from the interim evaluation report on the first Strategic Plan (2017-2020) were also considered in preparing the second plan. In this process, the Election Commission decided to get assistance of the same two planning experts who facilitated in preparing the first plan. As agreed at the initial discussions the Commission had with the experts, an Advisory Committee and a Planning Committees were appointed and the current situation and the steps that should be taken were identified after conducting discussions. At the discussions had with the Commission and its senior officials, the existed vision and mission were revisited and thrust areas, strategies, values, goals, were discussed at a workshop held with all district Deputy/Assistant Commissioners of Elections and it was proposed to make amendments to them when required. Meetings with stakeholders such as political parties, observer groups, retired and ex-officials of the Election Commission, government officials, district secretaries, organizations of women, youth and disabled persons covering all 25 districts helped immensely to obtain their views and suggestions. The responses received for the postal questionnaire distributed among some of the stakeholders were also contributed a lot to prepare the plan. Accordingly, activities for the second Strategic Plan were identified in the manner explained above. These activities were arranged on a priority basis and the Planning Committee discussed and identified already existed ones in the previous plan, which need to be continued further and the rest as new activities coming under the new plan. Thereafter, in another workshop conducted by planning experts with the participation of chairman, members of the Commission, and the Planning Committee, activities which had already been identified were aligned in accordance with thrust areas, strategies, goals, and objectives. At the same time, officials responsible for implementing those activities in division wise with specific timeframes were also identified. In Preparation of this Participatory Strategic Plan, the Election Commission adopted some of the tools of the Logical Framework Approach along with the major

approach i.e.; Participatory Strategic Planning . So, the plan thus drafted was discussed at a workshop with the participation of all staff officers of the Commission and finalized.

In this manner, the Participatory Strategic Plan for 2022-2025 of the Election Commission was systematically prepared using appropriate methodologies with necessary participation and contributions from all concerned.

The preparation of the Participatory Strategic Plan was purely a cooperative effort of the chairman, members and commissioner general of elections and all officers of the Commission. In the process of preparing of the plan, workshops, were conducted with the participation of the chairman, and members of the Commission, deputy/assistant commissioners of elections in the head office and district offices under the guidance of the consultants. Data collected were reviewed and then entered into the plan. The major components of Participatory Strategic Planning process are shown in the **Figure 3** for clear understanding of the process.

01	Analysis of external forces of the organization
02	Analysis of internal forces of the organization
03	Review or reconstruction of vision, mission, thrust areas, goals, objectives, targets, and strategies
04	Static analysis
05	Comparative analysis and analysis of changing processes
06	Trend analysis
07	Projecting the future scenario
08	Review of the implementation of the previous plan
09	Identifying strengths, weaknesses, immediate issues to be resolved with remedies
10	Planning of activities and strategies to achieve the goals, objectives and targets
11	Responsibilities and timeframes
12	Key Performance Indicators (KPI)
13	Identifying physical and human resources required
14	Identifying risk areas and mitigation
15	Planning an implementing mechanism
16	Preparation of a feedback and evaluation mechanism

Major elements of the Participatory Strategic Planning Process
(Figure 3)

In order to enrich the quality of this plan, the Planning Committee, in addition to the data and information generated from stakeholders, added the activities and proposals submitted to the Parliamentary Select Committee by the Election Commission and also to the Committee appointed to draft a new constitution. This was especially done to include shortcomings in the existing laws and regulations that should be newly introduced in view of the requests made from time to time by public officers, civil organizations and other organizations to hold free and fair elections.

The Participatory Strategic Plan 2022-2025 consists of three parts. Part One gives a brief introduction to Sri Lanka, political background of Sri Lanka, history and current status of elections in Sri Lanka and the need for a strategic plan, methodology adopted to prepare the plan, analysis of projected future scenario, and a review of the previous plan. History of Sri Lanka, the constitution, information received from the Department of Census and Statistics and the reports of the Election Commission were associated in compiling this part.

Part Two includes the vision, mission, thrust areas, strategies, and the concepts, identified after discussions with the stakeholders and activities of strategies, timeframe to implement them, indicators, and responsibilities, along with a feedback and evaluation process and mitigation of risks.

Part Three consists of information and annexures of the plan. Specific targets have been set in this plan with the experiences of the previous plan.

It is essential that a midterm and final evaluation is carried out to complete the planning process. A midterm review (MTR) and an end of Project Evaluation will be conducted and a formal report should be prepared employing a qualified external party after implementing this plan.

1.5. Vision and Mission of the Election Commission

After a lengthy discussion had during the session held on revisiting the Vision and Mission of the Election Commission, it was the opinion of the members of the Election Commission that the Vision need to

be changed slightly, but enriching the quality of the existing one and later it became a decision of the Commission. However, members of the Commission with consent of the planning committee agreed to use the same Mission statement of the previous plan for the new plan without any change.

1.5.1 Vision

"A Democratic Nation that safeguards Universal Franchise"

1.5.2 Mission

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

1.6 Values, Thrust Areas, Goals, and Strategies of the Election Commission

1.6.1 Values

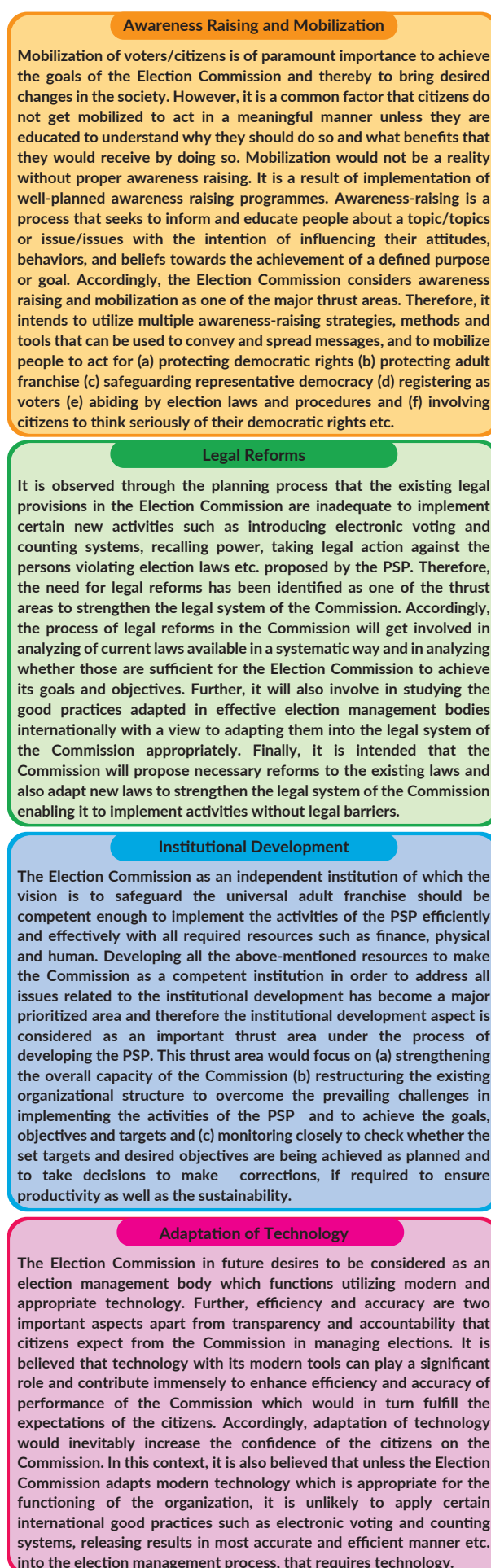
Values are the sign posts which direct the way towards development. These comprise the vision of the Commission. Values give strength to the vision and therefore they are the guiding principles of the Commission because the activities of the Commission are governed by them and they decide whether the objectives of the Commission are positive. There are eight values identified, shown in the **Figure 4 in page 26**.



(Figure 4)

1.6.2 Thrust Areas

The PSP process identified four major trust areas for the Election Commission. These thrust areas were logically identified through consultations with stakeholders around which the respective goals, objectives and targets have been developed aiming to achieve the vision and the mission of the Election Commission. A brief description for each of the thrust areas are shown in figure 5.



(Figure 5)

1.6.3. Strategies

Thrust areas, objectives, goals and activities are strategically arranged. However there are four major strategies that have to be taken into serious consideration in the implementation of the action plan to achieve objectives. They are ;



(Figure 6)

1.6.4 Goals



(Figure 7)

1.6.5. Objectives



(Figure 8)

1.6.6 Goals with Objectives and Targets

Following are the targets identified to achieve the objectives of the Election Commission. Activities to reach to targets are given in a separate table.

Strategic Thrust I : Awareness Raising and Mobilization		
Goals	Objectives	Targets
1. Both citizens and voters are adequately aware of democratic rights and the power of vote.	1.1. Conduct well-designed voter education programmes.	1.1.1. Ensure by end of 2022 to have a national level plan for all types of electoral education.
		1.1.2. By mid of 2025 ensure to complete 350 training programmes island wide for Civil Society Organizations (CSOs) and Community Based Organizations (CBOs) on the theme of “Exercising Adult Franchise as an Inalienable Right”.
		1.1.3. Ensure to train all elected women members on “Women’s Role in Protecting the Democratic Rights” through 75 training programmes by end of 2025.
		1.1.4. Ensure by end of 2022 to launch a programme with three campaign ambassadors to facilitate major voter awareness programmes.
	1.2. Make school students aware of importance of adult franchise.	1.2.1. Ensure to conduct 150 education programmes on “Importance of Protection of “Adult Franchise” within the period between 2022 – 2023 for students above grade 8 in Government, Private, and International Education Institutes.
		1.2.2. By end of 2024, ensure to include a topic on “Electoral Systems” into the curriculum of the syllabus of Civic Education in grade 8 in government schools.
		1.2.3. Ensure to pilot a programme of “Electoral Literacy Club” in 25 selected educational institutions island wide by end of 2023.
	1.3. Involve Universities to promote the subject of Electoral Systems and Electoral Procedures.	1.3.1. Ensure by end of 2023 to introduce a comprehensive module on ‘Electoral Systems and Electoral Procedures in Sri Lanka’ into the syllabus of relevant degree courses in universities.
	1.4. Mobilize women and youth to safeguard Representative Democracy.	1.4.1. Ensure to conduct 50 awareness raising programmes by mid-2024 for leaders of women groups organized under the National Committee on Women (NCW) on Safeguarding Representative Democracy.
		1.4.2. Ensure to complete 30 awareness raising programmes by end of 2023 for members of Youth Parliament and Youth Clubs on Safeguarding Representative Democracy.
		1.4.3. Ensure by end of 2025 to conduct two national level short films competitions.

Goals	Objectives	Targets
		1.4.4. Ensure by end of 2025 to conduct two national level research symposiums to promote democracy among citizens.
		1.4.5. Ensure to conduct 50 awareness raising programmes by 2025 to mobilize disabled and other marginalized groups to participate actively in the election process.
		1.4.6. Ensure by 2025 to remove major barriers that hinder the disabled and other marginalized groups to involve actively in the electoral process.
	1.5. Utilise mass media to create awareness among voters on voter rights and proper ballot marking.	1.5.1. Ensure by end of 2023 to complete 10 national level orientation programmes for both print and electronic media personnel in order to get their help to raise awareness among electors.
		1.5.2. Ensure to produce a series of training materials by mid 2023 to utilize in training and awareness raising programmes.
2. All qualified citizens exercise their franchise fearlessly, freely and confidentially at all elections.	2.1. Revise and update the voters register as per the provisions of the law.	2.1.1. Ensure to complete 400 awareness raising programmes island wide by end of 2025 to mobilize citizens above 18 years of age to register as voters.
		2.1.2. Ensure by mid 2023 to enhance and continue the existing online voter registration system to promote eligible voters to get registered.
		2.1.3. Ensure to audit the Voters Register annually commencing from end 2022 to correct and update the register accordingly.
		2.1.4. Ensure to conduct 500 critical awareness raising activities during each election period commencing from 2023 to raise awareness on voters rights.
	2.2. Facilitate citizens to monitor performance of elected members.	2.2.1. Ensure to establish a fully fledged special unit by end of 2022 within the Election Commission to receive public complaints, investigate and take legal action against those who violate election laws.
		2.2.2. Ensure to develop and maintain a database by end of 2022 to track the performance of elected members in accordance with their political manifestos.
		2.2.3. Ensure by end 2024 to empower voters by introducing legal provisions to reject disqualified candidates being elected and recall already elected members, if they do not perform to fulfill the aspirations of the voters.
	2.3. Conduct elections.	2.3.1. Ensure by 2025 to conduct all elections in line.
		2.3.2. Ensure to complete 100 awareness raising workshops prior to each election for the party secretaries, candidates, and other stakeholders on laws to abide.

Goals	Objectives	Targets
	2.4. Facilitate election observers.	2.4.1. Ensure to invite election observers/ organizations prior to every election from 2022 onwards to orientate and guide them on election observation process and tasks to be accomplished.
		2.4.2. Ensure to establish a unit within the Legal and Planning Division to facilitate and coordinate activities of the election observers and receive their feedback to the Commission for necessary action.
Strategic Thrust II : Legal Reforms		
3. The Election Commission is empowered with adequate legal provisions to safeguard People’s Sovereignty.	3.1. Recognize political parties.	3.1.1. Ensure to recognize eligible political parties annually, which apply for recognition.
	3.2. Advocate policy makers to make legal reforms.	3.2.1. Ensure by mid-2023 to carry out researches to generate and document all related and necessary data for the advocacy campaigns for new legal reforms.
		3.2.2. Ensure by end of 2022 to conduct advocacy discussions with the relevant policy makers to obtain support to make required legal reforms.
		3.2.3. Ensure before end of 2022 all approved legal reforms are in place to conduct free and fair elections.
		3.2.4. Ensure by end of 2023, all political parties and other stakeholders are informed about the new legal reforms through Ten (10) awareness programmes and mass media.
	3.3. Educate voters about the new legal reforms.	3.3.1. By end of 2023 ensure to conduct 250 awareness raising programmes to increase the electoral literacy of the citizen.
3.3.2. Ensure by end of 2022 to disseminate official information to general public through media.		
4. Equal and fair opportunities for all candidates to contest at elections	4.1. Ensure a leveled playing field for all candidates to contest in elections.	4.1.1. Ensure by end 2022 a set of regulations with legally bound limits on campaign expenditure for the candidates are published in EC website and mass media.
		4.1.2. Ensure that during the period between 2022-2025, to conduct a one-day seminar in each electorate for election observers and candidates on campaign expenditure.
5. Credibility of the Election Commission as an independent entity is sustained.	5.1. Maintain the credibility of the Election Commission.	5.1.1. Ensure that throughout the period of 2022 - 2025, the members and all staff of the EC perform their duties in a transparent and responsive manner.
		5.1.2. From mid 2022, ensure to provide the citizens with all information that they request under the facility of Right to Information Act (RTI).

Strategic Thrust III : Institutional Development

Goals	Objectives	Targets
6. All resources are adequately available for the Election Commission to function effectively.	6.1. Raise adequate resources to implement the PSP.	6.1.1. Ensure by mid of each year to obtain the financial commitment of the treasury to implement the full annual programme planned based on the PSP.
		6.1.2. Ensure by beginning of 2023 to mobilize funds through a donor forum to meet the additional expenditure that will be incurred to implement new activities proposed in the PSP 2022-2025.
	6.2. Implement the Participatory Strategic Plan.	6.2.1. Ensure by beginning of third quarter of 2022 a team with authority is in place to implement the recommendations of the Participatory Strategic Plan (PSP) of the EC effectively.
		6.2.2. Ensure by mid- 2022 a fully fledged monitoring unit is established within the EC to monitor whether the set goals, objectives, and targets of the PSP are being achieved as planned.
		6.2.3. Ensure by end of 2022, to restructure the organizational structure of the commission to match the needs of the Election Commission.
		6.2.4. Ensure by end 2022, to establish a Planning, Research and Monitoring Unit.
7.The staff of the Election Commission is competent to perform productively.	7.1. Build capacities of the Election Commission.	7.1.1. Ensure by beginning of 2023, a well-planned capacity building programme to enhance the capacity of the EC staff is implemented.
		7.1.2. Ensure by end of 2022 a fully fledged training unit is established within the EC for coordinating all awareness raising, mobilization and capacity building programmes.
		7.1.3. Ensure to establish a new training centre by end 2025 for the Election Commission.
		7.1.4. Ensure in each year to enhance skills of personnel of other election stakeholders (Dept. of Police, Ministry of Education, SLCTB, GAs etc.) who support to implement electoral process.
		7.1.5. Ensure to introduce and employment evaluation and grievance redeerssing system by 2023
		7.1.6. Ensure by end of 2022, to improve and maintain the financial management system properly
		7.1.7. Ensure by end of 2022 to improve the existing internal audit process of the Election Commission as a risk-based internal audit system.

Strategic Thrust IV : Adaptation of Technology		
Goals	Objectives	Targets
8.The Election Commission functions as an effective election management body utilizing modern technology.	8.1. Digitalize the existing election management mechanism.	8.1.1. Ensure to introduce an Information Communications Technology (ICT) policy for the EC by third quarter of 2022.
		8.1.2. Ensure to adapt appropriate technological systems and tools by end of 2023 to enhance the quality of the election management process.
		8.1.3. Ensure all required ICT Infrastructures are in place by end of 2025.
	8.2. Train all EC staff to use adapted technology.	8.2.1. Ensure that all staff of EC are trained annually commencing from 2023 to utilize new technological systems and devices.
		8.2.2. Ensure to enhance the information systems according to the needs that arise commencing from 2023.
		8.2.3. Ensure to enhance the existing official website with cyber security standards by 2022.
		8.2.4. Ensure by 2022 to maintain interactive official social media platforms.
	8.3. Make all stakeholders adhere to new technology used by the election commission	8.3.1. Ensure by mid-2023 to share a guideline to all stakeholders and orientate them to use the technology adapted by the EC in managing elections.

1.7. Implementation of Participatory Strategic Plan and progress review

The Participatory Strategic Plan is prepared by the Election Commission and therefore the responsibility of ensuring effective implementation rest on the official of the Commission. Strategic activities are included in the annual action plan that is to be implemented by the divisions in the head office and district offices as well. One major responsibility of the Election Commission is to prepare a programme to complete the activities by the end of 2025 and arrange a monitoring, evaluation, and feedback mechanism. It is important to check the responsibilities of relevant officers and targets set in with the timeframe, at the progress review of performance indicators.

Progress reviews should be carried out monthly in divisions of the Commission, and quarterly in the whole Commission where the shortcomings need to be identified and remedial measures should be taken. It is also planned to conduct an interim progress review and a summative evaluation at the end and also to get an idea about the sustainability of the plan.

Feedback and evaluation process lies directly with the Commissioner General under the supervision of the Election Commission and the technical assistance in this regard is provided by the Planning Unit. Progress review should be carried out broadly and systematically and the formats used for the purpose should be improved as and when required. The methodology of progress review can be strengthened further by using information technology. A monitoring unit is also to be established for this purpose.

1.8. Risk Mitigation

Risks in the march towards the realization of the vision of the Election Commission through the thrust areas, objectives, goals, targets and activities, have been assumed. Election Commission is aware that there are many issues and difficulties in addition to these assumptions in implementing the plan. Many of these issues and difficulties are caused mostly by external and internal factors and most of them are beyond the control of the Election Commission.

In order to mitigate the risks and implement the Strategic Plan free of unnecessary obstacles, it is necessary to build up mutual relationships with various stakeholder groups and constant dialogue with them is required. In addition, it may be possible to obtain technical and financial assistance also from local and foreign non-governmental organizations and foreign missions which are working on democracy.

The major risk is the lack of knowledge among the public about the universal franchise, sovereignty democracy and the electoral process. In addition to the statutory functions of the Election Commission i.e. the revision of the electoral register and the conduct of elections, the Election Commission has to develop a programme and enhance political consciousness among the public to resolve this major issue.

1.9. Definitions for planing terms

Assuming that the planning terminology utilized in formulating the PSP of the EC, may not be adequately familiar to some of the stakeholders who are supposed to use this planning document, brief definitions to the major terms used in the planning framework are given below for easy understanding. However, please note that there may be other definitions too for these terms.

1.9.1. Vision

It is the end status that an organization desires to achieve through its performance and therefore it is written as an end result. No organization can guarantee that it alone can achieve its vision or the future dream, because it is a collective effort. Perhaps, a vision of an organization may not be a reality within its life time, yet it provides moral support, a clear path, and also plays a role of a guiding star for the staff/stakeholders of the organization to perform with hope and in confidence for the desired future. When applying the methodology of Participatory Strategic Planning, it is commonly observed that non-profit organizations consider the vision for the organization as a priority and also an integral part.

1.9.2. Mission

A mission statement is of paramount importance to justify the existence of the organization. It is unlikely to achieve the vision without a properly developed mission. Therefore, a vision without a mission or a

mission without a vision does not provide a meaningful rationale for an organization. It provides clear details on how the organization plans to achieve its vision/dream. It is also observed that not like in non-profit organizations, the profit making organizations prefer to consider the mission as the priority.

1.9.3. Thrust Areas

Thrusts are the prioritized areas of an organization that it plans to achieve the mission of the organization. They are like pillars of a building that support to bear its whole weight. Generally, an organization may have maximum of four to five major thrust areas that would directly contribute to achieve the mission of the organization and thereby to reach the vision.

1.9.4. Goals

The higher-order objective to which a development intervention is intended to contribute. It is also considered as one of the main objectives published in the development project or programme, which contributes to achieve the mission. A project or a programme may have a number of goals depending on the number of thrusts. The goal in the long run contributes to achieve the desired expectation of the project/programme. However, they are not under the direct control of the project implementers.

1.9.5. Objectives

Objectives help the project/programme to achieve the goals by producing outputs. Therefore, objectives are formulated according to SMART method and they tell you the direction you should move in. Each goal may have one or two objectives and they can also be categorized as (a) main objective and (b) specific objectives. Some planners prefer to develop long term and short-term objectives too. Objective should have few targets and key performance indicators (KPIs). Unlike in goals, producing outputs are essential in achieving objectives because they are more or less under the control of the project implementers.

1.9.6 Targets

Targets tell you how far you want to go. They are specific levels of performance that an intervention is projected to accomplish in a given time period. Targets are set during the designing stage of the project considering the strength, resources, capabilities etc of the organization. In achieving the objectives, targets

are very important and each objective may have two to three targets depending on the nature and the weight of the objective. Some planners prefer to set targets according to SMART method especially in an occasion where the objectives are developed in a broader manner.

1.9.7. Major activities

Major activities are planned actions to be performed in a project to produce specific outputs as indicated in the targets by using inputs related to all three resources: human, financial, and physical. Further, technology and management are also important factors to accomplish the set activities. Therefore, the activities should be developed carefully to accomplish the targets and thereby to achieve the objective. Activities are to be completed within a given timeframe and therefore the project planners prepare an activity plan with a timeframe, responsible persons/entity to implement them.

1.9.8. Key Performance Indicator (KPI)

KPI is a variable that allows the verification of changes in the development intervention or shows results in relation to what was planned (in terms of quantity, quality and timeliness). It is a measure that enables monitoring of performance in terms of progress towards a specific and defined objective. Targets show the extent to which the objectives are being met while the KPIs help measure whether the objectives have been achieved as planned or expected. Many planners prefer to develop KPIs too using SMART method. KPIs also provide the basis for monitoring, reviewing, evaluating and reporting.

1.9.9. Assumptions

Assumptions define the environment which should exist in future to implement targets and key activities without barriers. Planners foresee the future and therefore always write the assumptions in positive manner enabling the project implementers to justify either success or failure of accomplishing targets and activities. They represent the conditions that are necessary for the success of a project, but which are beyond the direct control of the project. It is also a positive statement of a condition that must be met in order for the target to be implemented and the objective to be achieved.

1.9.10. Strategies

Neither the objective nor the target defines how you get to the expected destination. Yet, it is the strategy that defines the best way to get there. It is a plan to project how you are going to achieve your objectives through accomplishing the targets. Strategies are used in achieving the objectives of a project and therefore they are different from tactics, which help achieve one's personal expectations.

1.9.11. Possible risks

Risks are factors outside the control of any organization and they may adversely affect the implementation. They can affect the delivery of inputs, carrying out of activities, producing of outputs and finally achievement of objectives (outcomes). Main categories of risks include: (i) economic; (ii) political; (iii) environmental; (iv) institutional; (v) market (vi) management/implementation; and most importantly (vii) financial. Therefore, identification of possible risks at the designing stage of the project and planning for avoiding or mitigating risks in advance is essential.

1.10. Means to end

Participatory Strategic Plan 2022-2025 of the Election Commission is given below. It comprises of four (4) Thrust Areas, eight (8) Goals, Twenty (20) Objectives, fifty nine (59) Targets and Two hundred and eight (208) Activities.

Vision

“A Democratic Nation that safeguards Universal Franchise“

Mission

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

Strategic Thrust Areas	Goals	Objectives	Targets	Major Activities
I. Awareness Raising and Mobilization	1. Both citizens and voters are adequately aware of democratic rights and the power of vote.	5	16	53
	2. All qualified citizens exercise their franchise fearlessly, freely and confidentially at all elections.	4	11	37
II. Legal Reforms	3. The Election Commission is empowered with adequate legal provisions to safeguard People's Sovereignty.	3	7	18
	4. Equal and fair opportunities for all candidates to contest at elections	1	2	4
	5. Credibility of the Election Commission as an independent entity is sustained.	1	2	6
III. Institutional Development	6. All resources are adequately available for the Election Commission to function effectively.	2	6	26
	7. The staff of the Election Commission is competent to perform productively.	1	7	36
IV. Adaptation of Technology	8. The Election Commission functions as an effective election management body utilizing modern technology.	3	8	28

PART TWO

2.1 Thrust areas, goals, objectives, targets, activities, performance indicators, assumption of the Participatory Strategic Plan

Strategic Thrust I : Awareness Raising and Mobilization				
Goal 1 : Both citizens and voters adequately aware of democratic rights and the power of vote				
Objective 1.1 : Conduct well-designed voter education programmes.				
Targets	Major Activities	Key Performance Indicators	Assumptions	
1.1.1. Ensure by end of 2022 to have a national level plan for all types of voter education.	1.1.1.1. Establish a core planning team to identify needs and prepare the voter education plan.	1. The national voter Education Plan. 2. Voter Education focal points.	a. The Election Commission is committed. b. Stakeholders support. c. The Planning team is committed.	
	1.1.1.2. Prepare a national level voter education plan in consultation with all stakeholders.			
	1.1.1.3. Appoint a voter education focal point in the Head Office and each district office.			
	1.1.2.1. Develop a curriculum and suitable training materials.			
1.1.2. By mid of 2025 ensure to complete 350 training programmes island wide for Civil Society Organizations (CSOs) and Community Based Organizations (CBOs) on the theme of "Exercising Adult Franchise as an Inalienable Right".	1.1.2.2. Develop a pool of trainers and orientate them.	1. A curriculum and suitable training materials. 2. Number of training programmes conducted for CSOs and CBOs. 3. A well orientated pool of trainers. 4. Number of persons participated in training programmes. 5. Number of training programmes conducted by CSOs and CBOs for communities.	a. Qualified and committed resource persons are available and supportive. b. Relevant CSOs and CBOs are cooperative. c. Voters are interested in receiving training. d. Funds available.	
	1.1.2.3. Select leaders and potential trainers from CBOs and CSOs at Divisional Secretariat level and train them.			

Targets	Major Activities	Key Performance Indicators	Assumptions
<p>1.1.3. Ensure to train all elected women members on "Women's Role in Protecting the Democratic Rights" through 75 training programmes by end of 2025.</p>	<p>1.1.2.4. Conduct special trainings for estate sector and selected marginalised groups.</p>	<p>1. Number of Women Development Officers trained. 2. Number of pools of trainers developed. 3. Number of training programmes conducted for elected women members 4. Number of elected women members trained.</p>	<p>a. Women Development Officers are collaborative. b. Elected women members are supportive. c. Local authorities are supportive. d. Funds available.</p>
	<p>1.1.2.5. Facilitate CSO and CBOs to implement training programmes on "Elector Rights".</p>		
	<p>1.1.3.1. Establish a pool of trainers with Women Development Officers in each district and train them.</p>		
	<p>1.1.3.2. Conduct 25 training programmes each year for elected women members commencing from 2023 until 2025 in district wise.</p>		
<p>1.1.4. Ensure by end of 2022 to launch a programme with three campaign ambassadors to facilitate major voter awareness programmes.</p>	<p>1.1.4.1. Appoint three campaign ambassadors for one-year period commencing from mid-2022 to facilitate awareness raising programmes for women, youth and disabled segments.</p>	<p>1. Number of campaign ambassadors nominated. 2. MoUs signed. 3. Number of voter awareness activities facilitated and participated by the campaign ambassadors.</p>	<p>a. Suitable persons volunteers to perform as campaign ambassadors. b. EC approves the proposal. c. Funds available.</p>
	<p>1.1.4.2. Prepare and sign MoUs with campaign ambassadors.</p>		
	<p>1.1.4.3. Conduct minimum of two orientation programmes for the ambassadors along with the key officials of the EC to make them aware of the objective and the task.</p>		

Objective 1.2 : Make school students aware of importance of adult franchise.			
Targets	Major Activities	Key Performance Indicators	Assumptions
1.2.1. Ensure to conduct 150 education programmes on “Importance of Protection of “Adult Franchise” within the period between 2022 – 2023 for students above grade 8 in Government, Private and International Education Institutes.	1.2.1.1. Obtain permission from Ministry of Education (MoE), National Institute of Education (NIE) and other relevant authorities to conduct education programmes.	<ol style="list-style-type: none"> 1. The curriculum, session plans and training materials developed. 2. Number of training programmes conducted for civic education teachers. 3. Number of civic education teachers trained. 4. Number of training programmes conducted for schools. 5. Number of students participated in the training programmes. 6. Number of Student Parliaments formed. 7. Number of schools commemorated the Voter's Day. 	<ol style="list-style-type: none"> Relevant stakeholder parties such as MoE, NIE and civic education teachers cooperate. Civic education teachers support the school programme. Students take part in activities interestingly. Funds available.
	1.2.1.2. Develop an appropriate session plans with suitable training materials (colourful posters, handbills etc.) to use in trainings.		
	1.2.1.3. Conduct minimum of one district level ToT programme in each district for civic education teachers.		
	1.2.1.4. Assist civic education or other relevant teachers to establish Student Parliaments in schools and conduct trainings.		
	1.2.1.5. Facilitate civic education or other relevant teachers in selected schools to organise debates, poster/art competitions etc. to commemorate the Voter's Day.		
1.2.2. By end of 2024, ensure to include a topic on “Electoral Systems” into the curriculum of the syllabus of Civic Education in grade 8 in government schools.	1.2.2.1. Conduct advocacy meetings with policy makers and relevant authorities.	<ol style="list-style-type: none"> 1. A text book with a lesson on Electoral Systems for the school curriculum. 2. A booklet published for students above grade 8 on Electoral Systems and Procedures. 	<ol style="list-style-type: none"> Relevant stakeholder parties are cooperative. A group of curriculum developers available. Funds available.
	1.2.2.2. Prepare and distribute a booklet on Electoral Systems among students.		

Targets	Major Activities	Key Performance Indicators	Assumptions
<p>1.2.3. Ensure to pilot a programme of “Electoral Literacy Club” in 25 selected educational institutions island wide by end of 2023.</p>	<p>1.2.3.1. Obtain permissions from the relevant authorities to pilot the electoral Educational Literacy Club programme.</p> <p>1.2.3.2. Develop a work plan for the programme.</p> <p>1.2.3.3. Identify a focal point in each of the educational institute and orientate them in implementing the programme.</p> <p>1.2.3.4. Provide required educational materials for the Clubs.</p>	<p>1. Number of Electoral Literacy Clubs formed.</p> <p>2. List of materials provided.</p> <p>3. Number of orientation programmes conducted for focal points.</p>	<p>a. Relevant authorities support.</p> <p>b. Competent staff available to prepare the work plan and conduct orientation programmes.</p> <p>c. Volunteers within the educational institutes support the programme.</p> <p>d. Funds available.</p>
Objective 1.3 : Involve Universities to promote the subject of Electoral Systems and Electoral Procedures.			
<p>1.3.1. Ensure by end of 2023 to introduce a comprehensive module on ‘Electoral Systems and Electoral Procedures in Sri Lanka’ into the syllabus of relevant degree courses in universities.</p>	<p>1.3.1.1. Conduct a series of advocacy meetings with the University Grant Commission (UGC) and relevant authorities of the universities.</p> <p>1.3.1.2. Facilitate the respective departments of the committed universities to develop the module and session plan.</p> <p>1.3.1.3. Help the respective departments of the universities to collect reading materials, journals, books etc. and also to orientate the teaching staff.</p> <p>1.3.1.4. Organise an exposure programme for the head of the departments and teachers who have volunteered to teach the module.</p>	<p>1. The approval from UGC and the senates of the committed universities to include the module.</p> <p>2. The module and the session plans developed.</p> <p>3. Number of students enrolled into the module.</p> <p>4. The inventory of reading materials, journals, books etc. collected.</p> <p>5. Number of orientation programmes conducted for the teaching staff.</p>	<p>a. The UGC and senates of the Universities are cooperative</p> <p>b. University staff interested to teach.</p> <p>c. Funds available for the activities.</p>

Objective 1.4 : Mobilise women and youth to safeguard Representative Democracy.				
Targets	Major Activities		Key Performance Indicators	Assumptions
1.4.1. Ensure to conduct 50 awareness raising programmes by mid-2024 for leaders of women groups organised under the National Committee on Women (NCW) on Safeguarding Representative Democracy.	1.4.1.1. Obtain consent from the NCW.	Develop a curriculum and suitable training materials. Develop a pool of trainers in each district with support of the Divisional Secretariats. Conduct awareness raising workshops at National and District levels.	1. A comprehensive curriculum and suitable training materials developed by the EC staff with the staff of NCW. 2. Number of women trainers trained 3. Number of awareness raising workshops conducted.	a. National Women's Bureau cooperates. b. Women leaders volunteer to perform as trainers. c. Qualified curriculum developers available. d. Funds available.
	1.4.1.2. Develop a curriculum and suitable training materials.			
	1.4.1.3. Develop a pool of trainers in each district with support of the Divisional Secretariats.			
	1.4.1.4. Conduct awareness raising workshops at National and District levels.			
1.4.2. Ensure to complete 30 awareness raising programmes by end of 2023 for members of Youth Parliament and Youth Clubs on Safeguarding Representative Democracy.	1.4.2.1. Obtain consent from the National Youth Services Council to conduct awareness raising programmes.	Obtain consent from the National Youth Services Council to conduct awareness raising programmes. Develop a curriculum and suitable training materials. Develop pools of trainers at district level including youth service officers. Conduct ToT programmes at provincial level for the pools of trainers. Conduct awareness raising workshops at national and district levels.	1. A curriculum and suitable training materials developed by EC officials with NYSC. 2. The pool of trainers with number of trained Youth Service Officers and other officers performing. 3. Number of training programmes conducted. 4. Number of youth participated in trainings.	a. Authorities of the National Youth Services Council support. b. Youth Service Officers volunteer to join the pool of trainers. c. Youth clubs support. d. Funds available.
	1.4.2.2. Develop a curriculum and suitable training materials.			
	1.4.2.3. Develop pools of trainers at district level including youth service officers.			
	1.4.2.4. Conduct ToT programmes at provincial level for the pools of trainers.			
	1.4.2.5. Conduct awareness raising workshops at national and district levels.			
1.4.3. Ensure by end of 2025 to conduct two national level short film competitions.	1.4.3.1. Obtain collaborative support from an expert of a film industry. 1.4.3.2. Appoint a review panel and a board of judges including experts from outside to conduct the short film competition.		1. Number of short film competitions conducted. 2. Number of competitors participated in each competition. 3. Number of experts supported to review the programme. 4. No of persons participated at final screening 5. Number of persons received awards.	a. Relevant experts available and support the activity. b. Media supports. c. Film critics support. d. Sponsors support.

Targets	Major Activities	Key Performance Indicators	Assumptions
1.4.4. Ensure by end of 2025 to conduct two national level research symposiums to promote democracy among citizens.	1.4.3.3. Appoint a team for coordinating and propagating both events.		
	1.4.3.4. Organise the ceremony and screen the award winning films.		
	1.4.4.1. Appoint a panel to sort potential research papers for the symposium.	1. Number of consortium meetings held. 2. Number of research papers received. 3. Number of suitable research papers reviewed. 4. Number of research papers presented in the symposium. 5. Number of persons received awards.	a. Relevant experts available and support the activity. b. Media support c. Sponsors support the consortium.
	1.4.4.2. Appoint a panel to review and select suitable research papers for the symposium.		
	1.4.4.3. Conduct the symposium.		
1.4.5. Ensure to conduct 50 awareness raising programmes by 2025 to mobilize disabled and other marginalized groups to participate actively in the election process.	1.4.5.1. Appoint a pool of special trainers to conduct awareness raising programmes for disabled groups with the support of organizations working for disabled.	1. Number of awareness raising programmes held for the disabled and other marginalized groups. 2. Number of disabled organizations and other marginalized groups actively participated in elections. 3. Special arrangements made for the disabled persons for voting.	a. Organisations work for the disabled and other marginalised groups support. b. Adequate sign interpreters available. c. Funds available.
	1.4.5.2. Make special arrangements to provide voting facilities for the disabled persons.		
1.4.6. Ensure by 2025 to resolve major barriers that hinder the disabled and other marginalized groups to involve actively in the electoral process.	1.4.6.1. Conduct a desk survey to identify issues of disabled and marginalized groups (Gypsies, Adivasis, Thelingu, Malayalam, Nomads, remanded prisoners, and others.)	1. The report of the desk survey. 2. Number of participants took part in the orientation programmes. 3. Number of orientation programmes conducted. 4. An all inclusive electoral list.	a. Qualified staff available to complete the desk survey. b. All media support. c. Funds available

Targets	Major Activities	Key Performance Indicators	Assumptions
	1.4.6.2. Upgrade registration process by including names of marginalized persons in the electoral list to facilitate the voting right		
	1.4.6.3. Conduct 10 National level orientation programmes for officials of both print and electronic media and social media administrators to obtain their support to ensure voting rights of the marginalized groups.		
Objective 1.5 : Utilise mass media to create awareness among voters on voter rights and proper ballot marking.			
1.5.1. Ensure by end of 2023 to complete 10 national level orientation programmes for both print and electronic media personnel in order to get their help to raise awareness among electors.	1.5.1.1. Appoint a team to conduct orientation programmes.	1. Number of orientation programmes held for media personnel. 2. Number of media personnel participated in orientation programmes. 3. Number of occasions the print and electronic media made public awareness raising programmes.	a. A qualified team of trainers available and support. b. Print and electronic media organisations of both government and private sector support. c. Funds available.
	1.5.1.2. Conduct 10 national level orientation programmes for media personnel on Voter Rights, Registration of electors and proper ballot marking.		
1.5.2. Ensure to produce a series of training materials by mid-2023 to utilize in training and awareness raising programmes.	1.5.2.1. Develop jingles, short tele documentaries/animated video clips, colourful stickers for voter education programmes.	1. Number of training materials produced for training/awareness raising programmes. 2. Number of occasions that the advertisements were appeared in electronic and print media.	a. Qualified and committed resource persons within and outside the EC are available and support. b. Media organisations support. c. Funds available.
	1.5.2.2. Publish advertisements on print media during election period.		

Goal 2 : All qualified citizens exercise their franchise fearlessly, freely and confidentially in all elections.				
Objective 2.1 : Revise and update the voters register as per the provisions of the law.				
Targets	Major Activities	Key Performance Indicators	Assumptions	
2.1.1. Ensure to complete 400 awareness raising programmes island wide by end of 2025 to mobilize citizens above 18 years of age to get registered as voters.	<p>2.1.1.1. Conduct awareness raising programmes for young citizens to encourage them to enrol in the voters register.</p> <p>2.1.1.2. Develop colourful posters and display in public places.</p> <p>2.1.1.3. Conduct seminars on value of the vote and civic rights at public and private vocational and higher educational institutions.</p>	<p>1. Number of island wide awareness raising programmes conducted.</p> <p>2. Number of Colourful posters displayed.</p> <p>3. Number of seminars conducted on the value of vote and civic rights.</p> <p>4. Number of persons participated in seminars.</p>	<p>a. EC officials commit for the programme.</p> <p>b. Young population motivated to get registered.</p> <p>c. Funds available.</p>	
2.1.2. Ensure by mid/2023 to enhance and continue the existing online voter registration system to promote eligible voters to get registered.	<p>2.1.2.1. Improve the online voter registration portal to make it more user-friendly.</p> <p>2.1.2.2. Develop a mobile app for voter registration process.</p> <p>2.1.2.3. Develop an automated SMS system to confirm the registration.</p> <p>2.1.2.4. Organize awareness raising programmes for public on online voter registration.</p>	<p>1. Number of voters registered through the online portal.</p> <p>2. Mobile App is developed.</p> <p>3. Number of users catered by the App.</p> <p>4. The automated SMS system is developed.</p>	<p>a. EC officials commit.</p> <p>b. SMS experts available.</p> <p>c. Funds available.</p>	
2.1.3. Ensure to audit the Voters Register annually commencing from end 2022 to correct and update the register accordingly.	2.1.3.1. Conduct a one-day orientation programme to facilitate the district staff of the EC to audit the Voters register properly.	<p>1. The annually audited and updated voters register.</p> <p>2. Number of audit reports received from districts annually.</p> <p>3. Number of new voters registered compared to the previous register.</p>	<p>a. EC officials support.</p> <p>b. Funds available.</p>	

Targets	Major Activities	Key Performance Indicators	Assumptions
2.1.4. Ensure to conduct 500 critical awareness raising activities during each election period commencing from 2023 to raise awareness on voters rights.	2.1.3.2. Conduct audit at district level annually to correct mistakes and updates the voters register accordingly.	<ol style="list-style-type: none"> 1. The training plan developed to mobilise voters. 2. The mobile training unit established. 3. Number of colourful posters and banners published. 4. Number of training programmes conducted. 5. Number of persons participated in. 6. The reader friendly information leaflet. 	<ol style="list-style-type: none"> a. EC officials support to develop training/awareness raising programmes. b. Funds available.
	2.1.3.3. Crosscheck the voters registers at national level annually to ensure the completeness of the register.		
	2.1.3.4. Review process of voter register.		
	2.1.4.1. Develop a comprehensive training plan to conduct awareness raising activities.		
	2.1.4.2. Prepare colourful posters and banners on Voters rights and Exercising franchise in Sinhala, Tamil and English languages, and display them at important public places.		
	2.1.4.3. Conduct mobile training programmes.		
	2.1.4.4. Provide a reader friendly instruction leaflet on voting procedures to households.		

Objective 2.2 : Facilitate citizens to monitor performance of elected members.				
Targets	Major Activities	Key Performance Indicators	Assumptions	
<p>2.2.1. Ensure to establish a fully fledged special unit by end of 2022 within the Election Commission to receive public complaints, investigate, and take legal action against those who violate election laws.</p>	<p>2.2.1.1. Take necessary steps to make legal amendments to the election laws to provide legal provisions.</p>	<ol style="list-style-type: none"> 1. The legal amendments gazetted. 2. The functional fully fledged special unit to receive complaints, investigate and take legal action. 3. Number of complaints received from the public and election observer groups. 4. Number of legal cases handled by the unit. 5. The mechanism developed by the election observers to promote public to make complaints 	<ol style="list-style-type: none"> a. EC officials commit to form the unit. b. Relevant stakeholders support to amend the laws. c. Funds available. 	
	<p>2.2.1.2. Establish the special unit Election Dispute Resolution (EDR) with qualified staff and other adequate resources.</p>			
	<p>2.2.1.3. Provide training for election officers on new election laws and the tasks.</p>			
<p>2.2.2. Ensure to develop and maintain a database by end of 2022 to track the performance of elected members in accordance with their political manifestos.</p>	<p>2.2.1.4. Aware and persuade observer groups to promote public to make complaints.</p>	<ol style="list-style-type: none"> 1. Number of awareness raising programmes held. 2. Number of persons participated in awareness raising programmes. 3. The database rich with all necessary data about their activities as members. 4. Number of individuals/agencies requested data from the database 5. Number of requests served/catered through the database. 	<ol style="list-style-type: none"> a. The members of the EC support. b. EC staff support c. Election observer groups support. d. Citizens interest. e. Funds available. 	
	<p>2.2.2.1. Establish a database to record data about the elected members.</p>			
	<p>2.2.2.2. Conduct awareness raising programmes for the elected members, observer groups and other stakeholder agencies regarding the database and to provide true and accurate data.</p>			
	<p>2.2.2.3. Facilitate general public and interested parties to obtain data on the performance of elected members in accordance with their political manifestos.</p>			

Targets	Major Activities	Key Performance Indicators	Assumptions
2.2.3. Ensure by end 2024 to empower voters by introducing legal provisions to reject disqualified candidates being elected and "Re-Call" already elected members, if they do not perform to fulfill the aspirations of the voters	2.2.3.1. Introduce the "Re-Call" power to the electoral system to remove the elected members from power those who do not perform to fulfill the aspirations of the voters.	1. Legal provisions obtained 2. Lessons from other countries and documented for the reference of stakeholders. 3. Number of cases made for Re - call the members.	a. The EC commit for introducing Re - Call. b. The Legislators support. c. The EC staff support. d. Political parties support. e. Election observer groups and other relevant stakeholders support.
Objective 2.3 : Conduct elections.			
2.3.1. Ensure by 2025 to conduct all elections in line.	<div>2.3.1.1. Conduct Authority elections.</div> <div>2.3.1.2. Conduct Provincial Councils elections.</div> <div>2.3.1.3. Conduct Parliamentary elections.</div> <div>2.3.1.4. Conduct Presidential elections.</div> <div>2.3.1.5. Conduct referenda as per the requirements.</div>	<div>1. The reports of the completion of elections.</div> <div>2. Number of members elected for each of the respective law-making bodies.</div> <div>3. Expenditure incurred in each election.</div> <div>4. Number of government agencies supported.</div> <div>5. Number of election observer groups involved.</div>	<div>a. The parliament, provincial councils, local authorities and other relevant authorities cooperate.</div> <div>b. All relevant government agencies at national, district, divisional and GND level support.</div> <div>c. The political parties support.</div> <div>d. The Election observer groups support.</div> <div>e. Funds available.</div>
2.3.2. Ensure to complete 100 awareness raising workshops prior to each election for the party secretaries, candidates, and other stakeholders on laws to be abided.	<div>2.3.2.1. Develop a training module for a training programme on election laws.</div> <div>2.3.2.2. Conduct awareness raising programmes at national, district and regional level.</div> <div>2.3.2.3. Publish Code of Conduct for candidates and other election stakeholders.</div>	<div>1. Training sessions developed on election laws.</div> <div>2. Number of awareness raising programmes conducted for party secretaries, candidates and other stakeholders on election laws.</div> <div>3. Code of Conduct prepared.</div>	<div>a. EC officials commit.</div> <div>b. Party secretaries, candidates and key supporters cooperate.</div> <div>c. Funds available.</div>

Objective 2.4 : Facilitate election observers.			
Targets	Major Activities	Key Performance Indicators	Assumptions
2.4.1. Ensure to invite election observers/ organisations prior to every election from 2022 onwards and to orientate and guide them on election observation process and tasks to be accomplished.	2.4.1.1.Prepare an instruction guideline including international best practises forelection observation.	1. The instruction guideline prepared. 2. The document on best practices of international election observations. 3. The session plan to share lessons especially including previous lessons. 4. Number of orientation programmes conducted for the observers. 5. Number of observer groups participated in orientation programmes. 6. Number of remedial actions taken on information received from the observer groups.	a. Members of the EC support. b. Officials of the election observer organisations support. c. Election observers support. d. Funds available.
	2.4.1.2. Conduct orientation programmes for the observers on legal provision and their role in observation.		
	2.4.1.3. Conduct meetings with observer organizations while the election is going on to learn issues and take remedial actions.		
2.4.2. Ensure to establish a unit within the Legal and Planning Division to facilitate and coordinate activities of the election observers and receive their feedback to the commission for necessary action.	2.4.2.1. Assign a qualified officer to perform duties of the coordination unit.	1. The unit established with qualified officials. 2. Number of irregularates attended after collecting, verifying, analysing data and corrective measures proposed. 3. Number of meetings conducted with observer groups. 4. Number of remedial actions taken based on the recommendations of the election observers.	a. EC officials commit. b. Election observer groups support. c. Funds available.
	2.4.2.2. Train staff of the coordination unit as well as the staff assigned for the purpose at the district offices.		
	2.4.2.3. Organise a workshop with all observer groups after each election to discuss findings and to take remedial actions.		

Strategic Thrust II: Legal Reforms				
Goal 3: The election Commission is empowered with adequate legal provisions to safeguard People's Sovereignty.				
Objective 3.1 : Recognize political parties.				
Targets	Major Activities	Key Performance Indicators	Assumptions	
3.1.1. Ensure to recognize eligible political parties annually, which apply for recognition.	3.1.1.1. Call for application from interested groups for the recognition as new political parties.	1. Number of new applications entertained for recognition.	a. EC staff support. b. Applicants cooperate. c. Funds available.	
	3.1.1.2. Emphasize political parties to submit compulsory documents.	2. Published gazette notification.		
	3.1.1.3. Publish Gazette notification of the updated political party list.	3. Number of compulsory reports called for and received.		
	3.1.1.4. Recognize, reject and derecognize of political parties.	4. Number of political parties newly recognized.		
Objective 3.2 : Advocate policy makers to make legal reforms.				
3.2.1. Ensure by mid-2023 to carry out researches to generate and document all related and necessary data for the advocacy campaigns for new legal reforms.	3.2.1.1. Conduct stakeholder meetings to assess and identify gaps of existing legal provisions / framework.	1. Number of meetings conducted. 2. Number of researches conducted. 3. Number of new reforms identified. 4. Database created.	a. EC supports to adapt international good practices. b. EC staff commits. c. Funds available.	
	3.2.1.2. Carryout researches with the Legal, Planning and Research division.	5. Number of good practices adapted.		
	3.2.1.3. Identify appropriate regional/ international good practices to adapt in the election management process.			

Targets	Major Activities	Key Performance Indicators	Assumptions
<p>3.2.2. Ensure by end of 2022 to conduct advocacy discussions with the relevant policy makers to obtain support to make required legal reforms.</p>	<p>3.2.2.1. Submit all draft legal reforms to the targeted policy makers (both primary and secondary targets).</p> <p>3.2.2.2. Conduct advocacy discussions with primary targets (Prime Minister, Opposition Leader, the Legislators and Party Leaders representing the parliament).</p> <p>3.2.2.3. Conduct advocacy discussions with secondary targets (key officials of the respective law making entities such as Ministry of Justice (MoJ), Attorney General's Department (AG), and Legal Draftsman's Department (LD)).</p>	<p>1. Number of legal reforms submitted to the policy makers.</p> <p>2. Number of advocacy discussions held with the primary and secondary targets.</p> <p>3. Number of legal reforms approved and gazetted.</p>	<p>a. EC officials commit to prepare drafts legal reforms.</p> <p>b. Primary and secondary targets cooperate.</p> <p>c. Ministry of Justice (MoJ), Attorneys General Department (AG), and Legal Draftsman's Department (LD) support.</p> <p>d. Funds available.</p>
<p>3.2.3. Ensure before end of 2022 all approved legal reforms are in place to conduct free and fair elections.</p>	<p>3.2.3.1. Obtain recommendation from the parliamentary select committee and the approval from the parliament.</p> <p>3.2.3.2. Submit the cabinet approved papers to the Legal Draftsman; Conduct consultative meetings with the AG's Department; Prepare, finalise and gazette the draft bill.</p> <p>3.2.3.3. Facilitate to incorporate approved legal reforms into relevant Acts.</p>	<p>1. Approval of the Parliamentary select committee.</p> <p>2. The cabinet approved relevant Acts</p> <p>3. Gazetted draft bills.</p> <p>4. Amended Acts.</p>	<p>a. Members and the officials of EC commit.</p> <p>b. All relevant agencies support.</p> <p>c. Funds available.</p>

Targets	Major Activities	Key Performance Indicators	Assumptions
3.2.4. Ensure by end of 2023, all political parties and other stakeholders are informed about the new legal reforms through Ten (10) awareness programmes and mass media.	3.2.4.1. Disseminate knowledge on new legal reforms to all stakeholders.	1. Number of legal reforms approved. 2. Number of awareness programmes conducted.	a. EC staff commits. b. Stakeholder agencies support. c. Funds available.
Objective 3.3 : Educate voters about the new legal reforms.			
3.3.1. By end of 2023 ensure to conduct 250 awareness raising programmes to increase the electoral literacy of the citizen.	3.3.1.1. Establish a knowledge centre within the EC and disseminate information to interested parties.	1. The knowledge centre established. 2. Number of awareness raising programmes conducted. 3. Number of persons participated in awareness raising programmes. 4. Number of educational materials published. 5. Number of citizens utilised the knowledge centre.	a. EC supports. b. People interest. c. Funds available.
	3.3.1.2. Conduct awareness raising programmes at district level to enhance electoral literacy of the citizenry.		
	3.3.1.3. Publish educational materials.		
3.3.2. Ensure by end of 2022 to disseminate official information to general public through media.	3.3.2.1. Enhance the capacity of existing media unit within the EC with adequate staff and resources.	1. Number of qualified staff of the unit. 2. New equipment installed. 3. Type of information disseminated.	a. EC supports. b. All important information is compiled for dissemination. c. Funds available.

Goal 4 : Equal and fair opportunities for all candidates to contest in elections.				
Objective 4.1 : Ensure leveled playing field for all candidates to contest in elections.				
Targets	Major Activities	Key Performance Indicators	Assumptions	
4.1.1. Ensure by end 2022 a set of regulations with legally bound limits on campaign expenditure for the election candidates are published in EC website and mass media.	4.1.1.1. Arrange discussions with relevant stakeholders to collect information.	1. Number of discussions held. 2. Number of regulations gazetted. 3. Number of regulations published.	a. EC supports. b. Stakeholders support. c. Legislature enacts the Act. d. Funds available.	
	4.1.1.2. Prepare regulations on campaign expenditure to be gazetted.			
	4.1.1.3. Publish regulations of campaign expenditure on EC website and mass media.			
4.1.2. Ensure that during the period between 2022 - 2025, to conduct a one-day seminar in each electorate for election observers and candidates on campaign expenditure.	4.1.2.1. Conduct awareness raising seminars in each district.	1. Number of seminars held. 2. Number of stakeholders, candidates participated. 3. Number of election observers participated.	a. EC supports. b. Political parties support. c. Observer groups support. d. Funds available.	

Goal 5 : Credibility of the Election Commission as an independent entity is sustained.				
Objective 5.1 : Maintain the credibility of the Election Commission.				
Targets	Major Activities	Key Performance Indicators	Assumptions	
5.1.1. Ensure that throughout the period of 2022-2025, the members and all staff of the EC perform their duties in transparent and responsive manner.	5.1.1.1. Make the citizens constantly aware of activities of the EC through all media and awareness raising programmes.	<ol style="list-style-type: none"> 1. Number of awareness raising programmes conducted through media. 2. Number of awareness raising programmes conducted in the form of seminars/workshops/discussions. 3. Regularly updated website. 4. Number of legal actions taken against the violators of election laws. 	<ol style="list-style-type: none"> a. EC supports. b. Media support. c. Election observers and voters cooperate. d. Funds available. 	
	5.1.1.2. Publish and update the information in the EC website regularly enabling the citizens to access it easily.			
	5.1.1.3. Take legal actions against the persons violating laws regardless of their social or civil status.			
	5.1.2.1. Appoint Information Officers to accomplish the task.			
5.1.2. From mid 2022, ensure to provide the citizens with all information that they request under the facility of Right to Information Act (RTI).	5.1.2.2. Appoint a Designated Officer for the EC.	<ol style="list-style-type: none"> 1. The Information Officers. 2. The Designated Officer. 3. Updated database with the requests received. 4. Updated register with information provided. 5. Updated website. 6. Number of requests received from the Right to Information Commission (RTI). 	<ol style="list-style-type: none"> a. EC supports. b. RTI commission supports. c. Information available. d. Funds available. 	
	5.1.2.3. Establish and update a database to monitor the progress of the activities related to right to information.			

Strategic Thrust III : Institutional Development				
Goal 6 : All resources are adequately available for the Election Commission to function effectively.				
Objective 6.1 : Raise adequate resources to implement the PSP.				
Targets	Major Activities	Key Performance Indicators	Assumptions	
6.1.1. Ensure by mid of each year to obtain the financial commitment of the treasury to implement the full annual programme planned based on the PSP.	6.1.1.1. Prepare an annual action plan on division wise based on the PSP.	1. Annual plan and the estimated budget submitted to the treasury.	a. EC staff commits.	
	6.1.1.2. Prepare the annual estimates and submit to the treasury.	2. Treasury commitment for the requested budgets.	b. Treasury approves the budget	
	6.1.1.3. Prepare a procurement plan	3. Procurement plan prepared.	c. Funds available.	
	6.1.1.4. Prepare an Audit plan	4. Audit plan prepared.		
	6.1.1.5. Prepare a Risk register	5. Risk register prepared.		
	6.1.1.6. Prepare a Human Resource Development Plan	6. Human Resource Development Plan prepared.		
6.1.2. Ensure by beginning of 2023 to mobilize funds through a donor forum to meet the additional expenditure that will be incurred to implement new activities proposed in the PSP 2022-2025.	6.1.2.1. With the approval of External Resources Department (ERD) form a forum with a group of carefully selected potential donors who support to safeguard democracy and voter rights	1. The number of proposals submitted to the donor forum.	a. EC support for the donor forum.	
	6.1.2.2. Prepare concept notes and a comprehensive proposal to be submitted to the donors.	2. Number of donors committed to support.	b. ERD gives it consensus for receiving funds from donors.	
	6.1.2.3. Prepare MOUs to be signed with the potential donors.	3. The number of MOUs signed with the committed donors.	c. Donors willing to support.	
	6.1.2.4. Conduct annual donor forum meetings.	4. Minutes of the annual donor forum meetings.		

Objective 6.2 : Implement the Participatory Strategic Plan.			
Targets	Major Activities	Key Performance Indicators	Assumptions
6.2.1. Ensure by beginning of third quarter of 2022 a team with authority is in place to implement the recommendations of the Participatory Strategic Plan (PSP) of the EC effectively.	6.2.1.1. Appoint a team.	1. A functional PSP implementation team. 2. An annual plan with KPIs for each division and district. 3. Number of quarterly progress reports submitted to the EC. 4. The minutes of quarterly progress review meetings. 5. Number of actions taken to correct mistakes.	a. EC staff supports. b. EC conducts the review meetings as per a calendar. c. Funds available.
	6.2.1.2. Conduct 27 awareness raising programs for the entire staff of EC to make them aware of the PSP and their respective roles.		
	6.2.1.3. Prepare an annual plan with KPIs based on the PSP for each division and district offices.		
	6.2.1.4. Conduct quarterly meetings to review the progress of the implementation of PSP.		
6.2.2. Ensure by mid-2022 a fully fledged monitoring unit is established within the EC to monitor whether the set goals, objectives and targets of the PSP are being achieved as planned.	6.2.2.1. Establish a monitoring unit under the Legal, Planning and Research Division with qualified officers: one Assistant Director (AD), and a Development Officer (DO) to monitor all activities related to the PSP.	1. The unit established with qualified officials. 2. Number of irregularities attended with collecting, verifying, analysing data, and corrective measures proposed. 3. Number of training programmes conducted on monitoring. 4. Data generation tools and templates developed. 5. Number of quarterly progress reports submitted to the Commission. 6. Number of lessons documented.	a. The EC supports to establish the monitoring unit. b. Public support. c. Staff and observer groups provide lessons. d. Funds available.
	6.2.2.2. Train staff of the monitoring unit and staff assigned for monitoring at the district offices on various monitoring methods.		
	6.2.2.3. Develop templates to generate data monthly/ quarterly/ bi-annually and annually.		
	6.2.2.4. Enhance report writing skills of the staff involved in monitoring.		

Targets	Major Activities	Key Performance Indicators	Assumptions
<p>6.2.3. Ensure by end of 2022, to restructure the organizational structure of the commission to match the needs of the Election Commission.</p>	<p>6.2.2.5. Submit a quarterly progress report to the EC by the CG with the support of the Planning and Research Division.</p>	<p>1. Approved restructuring plan. 2. The functional new or renamed divisions/units after the restructuring process. 3. The list of staff redundant or added after the restructuring.</p>	<p>a. EC approves the restructuring proposal. b. Qualified consultants available c. Funds available.</p>
	<p>6.2.2.6. Document lessons learned for sharing with stakeholders.</p>		
	<p>6.2.3.1. Obtain a policy decision from EC for restructuring.</p>		
	<p>6.2.3.2. Obtain service from an external consultant/firm to make restructuring.</p>		
	<p>6.2.3.3. Conduct an assessment on areas needed restructuring.</p>		
<p>6.2.4. Ensure by end 2022, to establish a Planning, Research and Monitoring Unit.</p>	<p>6.2.3.4. Allocate adequate resources for restructured divisions and to establish units.</p>	<p>1. Reports of the researches conducted by Planning, Research and Monitoring unit. 2. ToRs, agreements signed for outsourcing tasks. 3. Report of the MTR conducted. 4. Changes introduced by the MTR to implement the PSP effectively. 5. Number of newsletters and periodicals published. 6. Appreciations received from the writers as well as the readers on newsletter and the periodicals.</p>	<p>a. EC support to form the proposed unit. b. EC staff support. c. Stakeholder agencies support. d. Writers willing to provide articles for the newsletter and the periodicals. e. Donors flexible and support. f. Funds available.</p>
	<p>6.2.4.1. Obtain approval of the EC to establish the Planning, Research and Monitoring unit.</p>		

Targets	Major Activities	Key Performance Indicators	Assumptions
	<p>6.2.4.2. Implement following tasks by the existing Legal, Investigation and Planning Division until the proposed unit is established;</p> <ul style="list-style-type: none"> Facilitate to design and conduct researches required by the respective divisions of the EC. Develop terms of references (ToRs), agreements etc. to outsource qualified persons/groups to conduct works for the EC. Support divisions to develop activities and the KPI in accordance with the new targets of the PSP. Organise mid term reviews (MTRs) to assess the progress of the implementation of the PSP. Monitor the PSP activities and prepare quarterly progress reports to the EC. Publish newsletters, periodicals, reports etc. Conduct donor consortium meetings Organise lessons learnt for the fora to share lessons of the EC with respective stakeholders. 	<p>7. Number of quarterly progress reports submitted to the EC.</p> <p>8. Minutes of the donor fora conducted.</p> <p>9. Report of the lesson learnt form the fora conducted.</p>	

Goal 7 : The staff of the Election Commission is competent to perform productively.				
Objective 7.1 : Build capacities of the Election Commission.				
Targets	Major Activities	Key Performance Indicators	Assumptions	
7.1.1. Ensure by beginning of 2023, a well-planned capacity building programme to enhance the capacity of the EC staff is implemented.	7.1.1.1. Conduct a training need assessment and update it annually.	1. Report of the training needs assessment.	a. EC supports to the capacity building programme.	
	7.1.1.2. Prepare a comprehensive training plan.	2. Comprehensive training plan.	b. Qualified consultant available for conducting the training need assessment.	
	7.1.1.3. Design training modules and session plans based on the training plan.	3. Training modules and materials prepared.	c. Qualified resource persons available to conduct trainings	
	7.1.1.4. Conduct training programmes as per the training plan.	4. Number of training programmes conducted.	d. Funds available.	
	7.1.1.5. Evaluate training programmes to revise the trainings to match the needs.	5. Number of persons trained.		
7.1.2. Ensure by end of 2022 a fully fledged training unit is established within the EC for coordinating all awareness raising, mobilisation and capacity building programmes.	7.1.2.1. Establish a mobile training unit to conduct a awareness programmes for general public	6. Evaluation reports of the training programmes conducted.		
	7.1.2.2. Establish a training coordination unit with qualified staff and other adequate resources.			
	7.1.2.3. Purchase all training aids (multimedia, portable sound systems, flip chart holders etc).			
	7.1.2.4. Collect and develop training materials (videos, case studies etc.)			
	7.1.2.5. Coordinate and facilitate to conduct all trainings and awareness raising programmes implemented by the EC.			
		1. Mobile training unit 2. The functional training coordination unit with qualified staff and resources. 3. The training aids and materials used. 4. Number of persons trained. 5. Appreciations received from the training unit. 6. Number of training and awareness raising programmes conducted. 7. Number of persons trained. 8. Mobile training facilities provided. 9. Training database.	a. EC supports to establish the unit. b. EC staff support c. Funds available.	

Targets	Major Activities	Key Performance Indicators	Assumptions
	7.1.2.6. Establish a database for implementing the trainings.		
7.1.3. Ensure to establish a new training centre with all facilities by end 2025 for the Election Commission.	7.1.3.1. Appoint a team to coordinate all activities in relation to establishment of the training centre.	1. The land with legal documents. 2. The training centre constructed according to the professionally designed plan. 3. Fully furnished training centre managed by the EC with all necessary training aids. 4. The pool of resource persons.	a. EC supports to build the training centre. b. Qualified contractors available. c. Construction materials available. d. Donor forum support to provide funds.
	7.1.3.2. Obtain a state land within the year of 2022.		
	7.1.3.3. Obtain service of a qualified architect to design the plan of the training centre to suit required facilities and the land.		
	7.1.3.4. Raise funds for the project of Training Centre.		
	7.1.3.5. Select and award the contract to a qualified contractor in 2023 to commence construction of the training centre.		
	7.1.3.6. Provide all required facilities to the training centre.		
	7.1.4.1. Prepare an annual training plan by the Training Unit. 7.1.4.2. Develop and update a database with details of the respective other election stakeholders and personnel. 7.1.4.3. Conduct training programmes.	1. A comprehensive training plan with relevant session plans. 2. The updated database with details of the staff in respective stakeholders. 3. Number of training programmes conducted. 4. Number of persons trained.	a. EC supports. b. stakeholders participate in trainings. c. Resource persons available. d. Donor forum supports to raise funds.
7.1.5. Ensure to introduce and employment evaluation and grievance redressing system by 2023	7.1.5.1. Prepare an employment evaluation system. 7.1.5.2. Develop a proper grievance redressing system for the staff.	1. An employment evaluation system is implemented. 2. Availability of a proper grievance redressing system which is appreciated by the staff.	a. Policies of the Election Commission are agreeable. b. Required resources available.

Targets	Major Activities	Key Performance Indicators	Assumptions
<p>7.1.6. Ensure by end of 2022, to improve and maintain the financial management system properly</p>	<p>7.1.6.1. Conduct training programs for the staff of the Election Commission on financial management.</p> <p>7.1.6.2. Prepare budget estimates.</p> <p>7.1.6.3. Prepare financial reports and submit to the relevant parties.</p> <p>7.1.6.4. Receive imprest from the treasury</p> <p>7.1.6.5. Generate revenue.</p> <p>7.1.6.6. Answers to audit queries on time.</p> <p>7.1.6.7. Coordinate the activities of the Public Accounts Committee.</p> <p>7.1.6.8. Introduce an online computer software to obtain financial reports from district offices.</p>	<p>1. Number of programs conducted on financial management</p> <p>2. Number of circulars issued.</p> <p>3. Budget estimates prepared.</p> <p>4. Number of financial reports submitted.</p> <p>5. Amount of imprest received</p> <p>6. Income generated annually</p> <p>7. Report of answers submitted on audit queries.</p> <p>8. Number of Reports Submit to the Public Accounts Committee on the due date.</p> <p>9. Computer software installed in district offices</p>	<p>a. Officers of the Election Commission are ready to strengthen the existing financial management systems.</p> <p>b. Policies of the Election Commission are agreeable.</p> <p>c. Required resources available.</p> <p>d. Trained cadre available.</p>
<p>7.1.7. Ensure by end of 2022 to improve the existing internal audit process of the Election Commission as a risk-based internal audit system.</p>	<p>7.1.7.1. Prepare required documents to launch the risk based internal audit system introduced by the Department of Management Audit</p> <p>7.1.7.2. Identify high risk audit activities.</p> <p>7.1.7.3. Prepare Audit procedures to accurate the Internal Audit system.</p> <p>7.1.7.4. Provide training opportunities for internal audit staff</p> <p>7.1.7.5. Prepare a new audit checklist.</p> <p>7.1.7.6. Implement of the new audit system in the head office and district offices.</p>	<p>1. Number of audit observations submitted.</p> <p>2. Number of changes made.</p> <p>3. Annual Risk Based Internal Audit Plan</p> <p>4. Prepared Audit procedures</p> <p>5. Number of training Programs conducted.</p> <p>6. Checklist Prepared.</p> <p>7. Number of internal audit reports Submitted.</p>	<p>a. Officers of the Election Commission are ready to strengthen the existing internal audit systems.</p> <p>b. Policies of the Election Commission are agreeable.</p> <p>c. Required resources available.</p> <p>d. Trained cadre available.</p>

Strategic Thrust IV : Adaptation of Technology				
Goal 8 : The Election Commission functions as an effective election management body utilizing modern technology.				
Objective 8.1 : Digitalize the existing election management mechanism.				
Targets	Major Activities	Key Performance Indicators	Assumptions	
8.1.1. Ensure to introduce an Information Communications Technology (ICT) policy for the EC by third quarter of 2022.	8.1.1.1. Prepare the ICT policy.	1. The ICT policy approved by the EC. 2. The Business Continuity Plan (BCP) developed. 3. The Disaster Management Plan (DMP) developed.	a. EC supports to the policy. b. The EC staff develops the policy, BCP and DMP. c. Funds available.	
	8.1.1.2. Prepare a Business Continuity Plan (BCP) for ICT.			
	8.1.1.3. Prepare a Disaster Management Plan (DMP) for ICT.			
8.1.2. Ensure to adapt appropriate technological systems and tools by end of 2023 to enhance the quality of the election management process.	8.1.2.1. Conduct a feasibility study to check whether the electronic voting and counting systems are appropriate to Sri Lankan context.	1. Feasibility study report. 2. The legal provisions available. 3. Use of Pilot electronic voting and counting systems. 4. The report with lessons of the two pilot projects.	a. Parliamentary select committee supports. b. Legislators agree to adapt the new technological systems. c. EC supports to adapt the new technological systems. d. Funds available.	
	8.1.2.2. Prepare required legal amendments enabling the EC to adapt the new technology.			
	8.1.2.3. Pilot an Electronic Voting system in 2023.			
	8.1.2.4. Pilot an Electronic Counting system in 2023.			
8.1.3. Ensure all required ICT Infrastructures are in place by end of 2025.	8.1.3.1. Conduct a need assessment in 2022 to identify required hardware and software for next four year period.	1. The report of the ICT needs assessment. 2. The procurement plan prepared. 3. Annual ICT Plan. 4. The upgraded ICT infrastructure.	a. EC supports. b. Required IT infrastructure available. c. Government funds available d. Donor support secured.	
	8.1.3.2. Prepare a procurement plan for ICT Infrastructure with a budget based on the assessment carried out.			

Objective 8.2 : Train all EC staff to use adapted technology.			
Targets	Major Activities	Key Performance Indicators	Assumptions
8.2.1. Ensure that all staff of EC is trained annually commencing from 2023 to utilise new technological systems and devices.	8.2.1.1. Conduct a training needs assessment to identify software systems for ICT staffs and other relevant staff.	1. The report of the training needs assessment. 2. The training plan. 3. Number of training programmes conducted. 4. Number of staff trained.	a. Qualified trainers available. b. Staff participates in training programmes enthusiastically. c. Funds available.
	8.2.1.2. Conduct Ten (10) provincial level training programmes annually.		
8.2.2. Ensure to enhance the information systems according to the needs that arise commencing from 2023.	8.2.2.1. Enhance the Electoral Register Management System.	1. Certified Electoral Registers. 2. Certified Supplementary Registers. 3. Updated Poll Workers Database. 4. Number of enhancements carried out. 5. An online monitoring system for reviewing PSP. 6. Number of e-services introduced. 7. Enhanced e-mail management system.	a. Electors support. b. Relevant government officers actively engage. c. All stakeholders of the Electoral Dispute Resolution (EDR) actively engage. d. Assigned staff supports to review the progress of PSP. e. Funds available. f. Donors support.
	8.2.2.2. Enhance existing management system of Election Staff (Poll Workers)		
	8.2.2.3. Enhance the existing management system of Election Complaints		
	8.2.2.4. Enhance existing management system of Results Tabulation and Dissemination for all type of elections.		
	8.2.2.5. Enhance e-Services to cater all stakeholders of the Electoral Management Process.		
	8.2.2.6. Enhance the existing reporting system using SMS by Senior Presiding Officers (SPOs).		

Targets	Major Activities	Key Performance Indicators	Assumptions
8.2.3. Ensure to enhance the existing official website with cyber security standards by 2022.	8.2.2.7.Enhance the existing Management Information System (MIS) to facilitate internal administration.	1. Updated official website in three languages. 2. Number of persons used the web site. 3. Number of occasions the information uploaded.	a. The EC supports to the official web site. b. IT staff provide latest information to publish c. Funds available.
	8.2.2.8. Enhance the existing email Management System with necessary securing standard.		
	8.2.2.9. Develop and maintain a online monitoring system to support the Monitoring Unit of the EC to review the progress of the PSP.		
	8.2.3.1. Update the web site with timely information.		
8.2.4. Ensure by 2022 to maintain interactive official social media platforms.	8.2.3.2. Maintain disabled friendly official web site.	1. Updated official social media platforms. 2. Number of followers. 3. Number of information uploaded and shared.	a. The EC supports to maintain an interactive social media. b. IT staff capable of maintaining social media platforms. c. Funds available.
	8.2.4.1. Establish strategies for social media usage.		
	8.2.4.2. Enhance existing social media platforms to provide with updated information.		
	8.2.4.3. Maintain disabled friendly official social media platforms.		
Objective 8.3 : Make all stakeholders adhere to new technology used by the election commission.			
8.3.1. Ensure by mid-2023 to share a guideline to all stakeholders and orientate them to use the technology adapted by the EC in managing elections.	8.3.1.1. Develop the guideline and share it with relevant stakeholders.	1. The guideline shared with. 2. Number of orientation programmes conducted. 3. Number of persons participated in orientation programmes.	a. EC supports. b. Qualified resource persons available to conduct orientation programmes. c. Funds available. d. Donors support.
	8.3.1.2. Conduct orientation programmes for the stakeholders to utilise the technology.		
	8.3.1.3. Train staff to monitor the usage and make reports.		

2.2 Thrust areas, goals, objectives, targets, activities, responsibilities and timeframe

Strategic Thrust I : Awareness Raising and Mobilization																		
Goal 1 : Both citizens and voters adequately aware of democratic rights and the power of vote																		
Objective No	Target No	Major Activities	Responsible Officer	Timeframe														
				2022		2023				2024				2025				
				Q	Q	Q	Q	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
1.1	1.1.1	1.1.1.1.1. Establish a core planning team to identify needs and prepare the voter education plan.	Addl NE/ADM															
		1.1.1.1.2. Prepare a national level voter education plan in consultation with all stakeholders.	Addl NE/ ADM															
		1.1.1.1.3. Appoint a voter education focal point in the Head Office and each district office.	Addl NE/ ADM															
	1.1.2.	1.1.2.1. Develop a curriculum and suitable training materials.	Addl NE/ ADM															
		1.1.2.2. Develop a pool of trainers and orientate them.	Addl NE/ ADM															
		1.1.2.3. Select leaders and potential trainers from CBOs and CSOs at Divisional Secretariat level and train them.	Addl NE/ ADM															
		1.1.2.4. Conduct special trainings for estate sector and selected marginalised groups.	Addl NE															
		1.1.2.5. Facilitate CSO and CBOs to implement training programmes on “Elector Rights”.	Addl NE/LAE															
	1.1.3.	1.1.3.1. Establish a pool of trainers with Women Development Officers in each district and train them.	Addl NE/ ADM															

Strategic Thrust I : Awareness Raising and Mobilization																	
Goal 1 : Both citizens and voters adequately aware of democratic rights and the power of vote																	
Objective No	Target No	Major Activities	Responsible Officer	Timeframe													
				2022		2023				2024				2025			
				Q1	Q2	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		1.1.3.2. Conduct 25 training programmes each year for elected women members commencing from 2023 until 2025 in district wise.	Addl NE														
	1.1.4.	1.1.4.1. Appoint three campaign ambassadors for one-year period commencing from mid-2022 to facilitate awareness raising programmes for women, youth and disabled segments.	Addl NE														
		1.1.4.2. Prepare and sign MoUs with campaign ambassadors.	Addl NE														
		1.1.4.3. Conduct minimum of two orientation programmes for the ambassadors along with the key officials of the EC to make them aware of the objective and the task.	Addl NE														
1.2.	1.2.1.	1.2.1.1. Obtain permission from Ministry of Education (MoE), National Institute of Education (NIE) and other relevant authorities to conduct education programmes.	Addl NE														
		1.2.1.2. Develop an appropriate session plans with suitable training materials (colourful posters, handbills etc.) to use in trainings.	Addl NE														
		1.2.1.3. Conduct minimum of one district level ToT programme in each district for civic education teachers.	Addl NE														

Strategic Thrust I : Awareness Raising and Mobilization																
Goal 1 : Both citizens and voters adequately aware of democratic rights and the power of vote																
Objective No	Target No	Major Activities	Responsible Officer	Timeframe												
				2022			2023			2024			2025			
				Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	Q4
		1.2.1.4. Assist civic education or other relevant teachers to establish Student Parliaments in schools and conduct trainings.	Addl NE													
		1.2.1.5. Facilitate civic education or other relevant teachers in selected schools to organise debates, poster/art competitions etc. to commemorate the Voter's Day.	Addl NE													
		1.2.2.1. Conduct advocacy meetings with policy makers and relevant authorities.	Addl NE													
		1.2.2.2. Prepare and distribute a booklet on Electoral Systems among students.	Addl NE													
		1.2.3.1. Obtain permissions from the relevant authorities to pilot the Electoral Educational Literacy Club programme.	Addl NE													
		1.2.3.2. Develop a work plan for the programme.	Addl NE													
		1.2.3.3. Identify a focal point in each of the educational institute and orientate them in implementing the programme.	Addl NE													
		1.2.3.4. Provide required educational materials for the Clubs.	Addl NE													
		1.3.1.1. Conduct a series of advocacy meetings with the University Grant Commission (UGC) and relevant authorities of the universities.	Addl NE													
			Addl NE													

Strategic Thrust I : Awareness Raising and Mobilization																	
Goal 1 : Both citizens and voters adequately aware of democratic rights and the power of vote																	
Objective No	Target No	Major Activities	Responsible Officer	Timeframe													
				2022		2023				2024				2025			
				Q1	Q2	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.4.		1.3.1.2. Facilitate the respective departments of the committed universities to develop the module and session plan.	Addl NE														
		1.3.1.3. Help the respective departments of the universities to collect reading materials, journals, books etc. and also to orientate the teaching staff.	Addl NE														
		1.3.1.4. Organise an exposure programme for the head of the departments and teachers who have volunteered to teach the module.	Addl NE														
			Addl NE														
	1.4.1.	1.4.1.1. Obtain consent from the NCW.	Addl NE														
		1.4.1.2. Develop a curriculum and suitable training materials.	Addl NE														
		1.4.1.3. Develop a pool of trainers in each district with support of the Divisional Secretariats.	Addl NE														
		1.4.1.4. Conduct awareness raising workshops at National and District levels.	Addl NE														
	1.4.2.	1.4.2.1. Obtain consent from the National Youth Services Council to conduct awareness raising programmes.	Addl NE														
		1.4.2.2. Develop a curriculum and suitable training materials.	Addl NE														
		1.4.2.3. Develop pools of trainers at district level including youth service officers.	Addl NE														

Strategic Thrust I : Awareness Raising and Mobilization																									
Goal 1 : Both citizens and voters adequately aware of democratic rights and the power of vote																									
Objective No	Target No	Major Activities	Responsible Officer	Timeframe																					
				2022		2023				2024				2025											
		1.4.2.4. Conduct ToT programmes at provincial level for the pools of trainers.	Addl NE	Q	Q					Q1					Q1			Q2			Q3			Q4	
		1.4.2.5. Conduct awareness raising workshops at national and district levels.	Addl NE																						
1.4.3.		1.4.3.1. Obtain collaborative support from an expert of a film industry.	Addl NE																						
		1.4.3.2. Appoint a review panel and a board of judges including experts from outside to conduct the short film competition.	Addl NE																						
		1.4.3.3. Appoint a team for coordinating and propagating both events.	Addl NE																						
		1.4.3.4. Organise the ceremony and screen the award winning films.	Addl NE																						
1.4.4.		1.4.4.1. Appoint a panel to sort potential research papers for the symposium.	Addl NE																						
		1.4.4.2. Appoint a panel to review and select suitable research papers for the symposium.	Addl NE																						
		1.4.4.3. Conduct the symposium.	Addl NE																						
1.4.5.		1.4.5.1. Appoint a pool of special trainers to conduct awareness raising programmes for disabled groups with the support of organizations working for disabled.	Addl NE																						
		1.4.5.2. Make special arrangements to provide voting facilities for the disabled persons.	Addl NE																						

Strategic Thrust I : Awareness Raising and Mobilization															
Goal 1 : Both citizens and voters adequately aware of democratic rights and the power of vote															
Objective No	Target No	Major Activities	Responsible Officer	Timeframe											
				2022				2023				2024			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.4.6.		1.4.6.1. Conduct a desk survey to identify issues of disabled and marginalized groups (Gypsies, Adivasis, Thelingu, Malayalam, Nomads, remanded prisoners, and others.)	Addl NE												
		1.4.6.2. Upgrade registration process by including names of marginalized persons in the electoral list to facilitate the voting right.	Addl NE												
		1.4.6.3. Conduct 10 National level orientation programmes for officials of both print and electronic media and social media administrators to obtain their support to ensure voting rights of the marginalized groups.	Addl NE												
1.5.	1.5.1.	1.5.1.1. Appoint a team to conduct orientation programmes.	Addl NE												
		1.5.1.2. Conduct 10 national level orientation programmes for media personnel on Voter Rights, Registration of electors and proper ballot marking.	Addl NE												
	1.5.2.	1.5.2.1. Develop jingles, short tele documentaries/animated video clips, colourful stickers for voter education programmes.	Addl NE												
		1.5.2.2. Publish advertisements on print media during election period.	Addl NE												

Strategic Thrust I : Awareness Raising and Mobilization															
Goal 2 : All qualified citizens exercise their franchise fearlessly, freely and confidentially in all elections															
Objective No	Target No	Major Activities	Responsible Officer	Timeframe											
				2022			2023			2024			2025		
				Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3
2.1.	2.1.1.	2.1.1.1. Conduct awareness raising programmes for young citizens to encourage them to enroll in the voters' register.	Addl NE												
		2.1.1.2. Develop colourful posters and display in public places.	Addl NE												
		2.1.1.3. Conduct seminars on value of the vote and civic rights at public and private vocational and higher educational institutions.	Addl NE												
	2.1.2.	2.1.2.1. Improve the online voter registration portal to make it more user-friendly.	Addl NE												
		2.1.2.2. Develop a mobile app for voter registration process.	Addl NE												
		2.1.2.3. Develop an automated SMS system to confirm the registration.	Addl NE												
		2.1.2.4. Organize awareness raising programmes for public on online voter registration.	Addl NE												
2.1.3.	2.1.3.1.	2.1.3.1. Conduct a one-day orientation programme to facilitate the district staff of the EC to audit the Voter register properly.	Addl NE												
		2.1.3.2. Conduct audit at district level annually to correct mistakes and updates the voter register accordingly.	Addl NE												
	2.1.3.3.	2.1.3.3. Crosscheck the voter registers at national level annually to ensure the completeness of the register.	Addl NE												

Strategic Thrust I : Awareness Raising and Mobilization																
Goal 2 : All qualified citizens exercise their franchise fearlessly, freely and confidentially in all elections																
Objective No	Target No	Major Activities	Responsible Officer	Timeframe												
				2022			2023			2024			2025			
				Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	Q4
2.1.4.		2.1.3.4. Review process of electoral register.	Addl NE													
		2.1.4.1. Develop a comprehensive training plan to conduct awareness raising activities.	Addl NE													
		2.1.4.2. Prepare colourful posters and banners on Voter's rights and Exercising franchise in Sinhala, Tamil and English languages, and display them at important public places.	Addl NE													
		2.1.4.3. Conduct mobile training programmes.	Addl NE													
2.2.	2.2.1.	2.1.4.4. Provide a reader friendly instruction leaflet on voting procedures to households.	Addl NE													
		2.2.1.1. Take necessary steps to make legal amendments to the election laws to provide legal provisions.	Addl Legal													
		2.2.1.2. Establish the special unit Election Dispute Resolution (EDR) with qualified staff and other adequate resources.	Addl Legal													
		2.2.1.3. Provide training for election officers on new election laws and the tasks.	Addl Legal													
2.2.2.	2.2.2.1.	2.2.1.4. Aware and persuade observer groups to promote public to make complaints.	Addl Legal													
		2.2.2.1. Establish a database to record data about the elected members.	Addl NE/LAE													

Strategic Thrust I : Awareness Raising and Mobilization																
Goal 2 : All qualified citizens exercise their franchise fearlessly, freely and confidentially in all elections																
Objective No	Target No	Major Activities	Responsible Officer	Timeframe												
				2022		2023			2024			2025				
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
2.3.	2.2.3.	2.2.2.2. Conduct awareness raising programmes for the elected members, observer groups and other stakeholder agencies regarding the database and to provide true and accurate data.	Addl NE/LAE													
		2.2.2.3. Facilitate general public and interested parties to obtain data on the performance of elected members in accordance with their political manifestos.	Addl NE/LAE													
		2.2.3.1. Introduce the “Re-Call” power to the electoral system to remove the elected members from power those who do not perform to fulfill the aspirations of the voters.	Addl NE/LAE/ Legal													
		2.3.1.1. Conduct Local Authority elections.	Addl LAE													
		2.3.1.2. Conduct Provincial Councils elections.	Addl LAE													
	2.3.2.	2.3.1.3. Conduct Parliamentary elections.	Addl NE													
		2.3.1.4. Conduct Presidential elections.	Addl NE													
		2.3.1.5. Conduct referendum as per the requirement.	Addl NE													
		2.3.2.1. Develop a training module for a training programme on election laws.	Addl Legal													

Strategic Thrust I : Awareness Raising and Mobilization																	
Goal 2 : All qualified citizens exercise their franchise fearlessly, freely and confidentially in all elections																	
Objective No	Target No	Major Activities	Responsible Officer	Timeframe													
				2022		2023				2024				2025			
				Q	Q	Q	Q	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
2.4.		2.3.2.2. Conduct awareness raising programmes at national, district, and regional level.	Addl Legal														
		2.3.2.3. Publish Code of Conduct for candidates and other election stakeholders.	Addl Legal														
		2.4.1.1. Prepare an instruction guideline including international best practises for election observation.	Addl Legal														
	2.4.1.	2.4.1.2. Conduct orientation programmes for the observers on legal provision and their role in observation.	Addl Legal														
	2.4.2.	2.4.1.3. Conduct meetings with observer organizations while the election is going on to learn issues and take remedial actions.	Addl NE/LAE														
		2.4.2.1. Assign a qualified officer to perform duties of the coordination unit.	Addl Legal														
		2.4.2.2. Train staff of the coordination unit as well as the staff assigned for the purpose at the district offices.	Addl Legal														
		2.4.2.3. Organise a workshop with all observer groups after each election to discuss findings and to take remedial actions.	Addl Legal														

Strategic Thrust II : Legal Reforms																
Goal 3 : The Election Commission is empowered with adequate legal provisions to safeguard People's Sovereignty.																
Objective No	Target No	Major Activities	Responsible Officer	Timeframe												
				2022			2023			2024			2025			
				Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q
3.1	3.1.1	3.1.1.1. Call for application from interested groups for the recognition as new political parties.	Addl Legal													
		3.1.1.2. Emphasize political parties to submit compulsory documents.	Addl Legal													
		3.1.1.3. Publish Gazette notification of the updated political party list.	Addl Legal													
		3.1.1.4. Recognize, reject and derecognize of political parties.	Addl Legal													
3.2.	3.2.1.	3.2.1.1. Conduct stakeholder meetings to assess and identify gaps of existing legal provisions / framework.	Addl Legal													
		3.2.1.2. Carry out researches with the Legal, Planning and Research division.	Addl Legal													
		3.2.1.3. Identify appropriate regional/ international good practices to adapt in the election management process.	Addl Legal													
		3.2.2.1. Submit all draft legal reforms to the targeted policy makers (both primary and secondary targets).	Addl Legal													
	3.2.2.	3.2.2.2. Conduct advocacy discussions with primary targets (Prime Minister, Opposition Leader, the Legislators, and Party Leaders representing the parliament).	Addl Legal													

Strategic Thrust II : Legal Reforms															
Goal 3 : The Election Commission is empowered with adequate legal provisions to safeguard People's Sovereignty.															
Objective No	Target No	Major Activities	Responsible Officer	Timeframe											
				2022				2023				2024			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.3.		3.2.2.3. Conduct advocacy discussions with secondary targets [key officials of the respective law making entities such as Ministry of Justice (MoJ), Attorney General's Department (AG), and Legal Draftsman's Department (LD)].	Addl Legal												
		3.2.3.1. Obtain recommendation from the parliamentary select committee and the approval from the parliament.	Addl Legal												
		3.2.3.2. Subm it the cab net approved papers to the Legal Draftsman; Conduct consultative meetings with the AG's Department; Prepare, finalise, and gazette the draft bill.	Addl Legal												
		3.2.3.3. Facilitate to incorporate approved legal reforms into relevant Acts.	Addl Legal												
	3.2.4.	3.2.4.1. Disseminate knowledge on new legal reforms to all stakeholders.	Addl Legal												
		3.3.1.1. Establish a knowledge centre within the EC and disseminate information to interested parties.	Addl Legal												
	3.3.1.	3.3.1.2. Conduct awareness raising programmes at district level to enhance electoral literacy of the citizenry.	Addl Legal												
		3.3.1.3. Publish educational materials.	Addl Legal												
		3.3.2.1. Enhance the capacity of existing media unit within the EC with adequate staff and resources.	Addl Legal												
	3.3.2.		Addl Legal												

Strategic Thrust II : Legal Reforms																		
Goal 4 : Equal and fair opportunities for all candidates to contest in elections																		
Objective No	Target No	Major Activities	Responsible Officer	Timeframe														
				2022				2023				2024				2025		
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
4.1.	4.1.1.	4.1.1.1. Arrange discussions with relevant stakeholders to collect information.	Addl Legal															
		4.1.1.2. Prepare regulations on campaign expenditure to be gazetted.	Addl Legal															
		4.1.1.3. Publish regulations of campaign expenditure on EC website and mass media.	Addl Legal															
	4.1.2.	4.1.2.1. Conduct awareness raising seminars in each district.	Addl Legal															
Goal 5 : Credibility of the Election Commission as an independent entity is sustained.																		
5.1.	5.1.1.	5.1.1.1. Make the citizens constantly aware of activities of the EC through all media and awareness raising programmes.	Addl Admin															
		5.1.1.2. Publish and update the information in the EC website regularly enabling the citizens to access it easily.	Addl NE															
		5.1.1.3. Take legal actions against the persons violating laws regardless of their social or civil status.	Addl NE/Legal															
	5.1.2.	5.1.2.1. Appoint Information Officers to accomplish the task.	SEC EC															
5.1.2.2. Appoint a Designated Officer for the EC.		SEC EC																
5.1.2.3. Establish and update a database to monitor the progress of the activities related to right to information.		Addl Legal																

Strategic Thrust III : Institutional Development																	
Goal 6 : All resources adequately available for the Election Commission to function effectively.																	
Objective No	Target No	Major Activities	Responsible Officer	Timeframe													
				2022		2023				2024				2025			
				Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	
6.1.	6.1.1.	6.1.1.1. Prepare an annual action plan on division wise based on the PSP.	Addl Legal														
		6.1.1.2. Prepare the annual estimates and submit to the treasury.	CFO														
		6.1.1.3. Prepare a procurement plan	Addl Admin														
		6.1.1.4. Prepare an Audit plan	CIA														
		6.1.1.5. Prepare a Risk register	CIA														
		6.1.1.6. Prepare a Human Resource Development Plan	Addl Admin														
6.1.2.		6.1.2.1. with the approval of External Resources Department (ERD) form a forum with a group of carefully selected potential donors who support to safeguard democracy and voter rights.	Addl LAE														
		6.1.2.2. Prepare concept notes and a comprehensive proposal to be submitted to the donors.	Addl LAE														
		6.1.2.3. Prepare MOUs to be signed with the potential donors.	Addl LAE														
		6.1.2.4. Conduct annual donor forum meetings.	Addl LAE														
6.2.	6.2.1.	6.2.1.1. Appoint a team.	CGE														
		6.2.1.2. Conduct 27 awareness raising programs for the entire staff of EC to make them aware of the PSP and their respective roles.	CGE														

Strategic Thrust III : Institutional Development																
Goal 6 : All resources adequately available for the Election Commission to function effectively.																
Objective No	Target No	Major Activities	Responsible Officer	Timeframe												
				2022			2023			2024			2025			
				Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	Q4
6.2.2.	6.2.1.3.	Prepare an annual plan with KPIs based on the PSP for each division and district offices.	CGE													
		6.2.1.4. Conduct quarterly meetings to review the progress of the implementation of PSP.	CGE													
	6.2.2.1.	Establish a monitoring unit under the Legal, Planning and Research Division with qualified officers: one Assistant Director (AD) and a Development Officer (DO) to monitor all activities related to the PSP.	CGE													
		6.2.2.2. Train staff of the monitoring unit and staff assigned for monitoring at the district offices on various monitoring methods.	CGE													
	6.2.2.3.	Develop templates to generate data monthly/ quarterly/ bi-annually and annually.	Addl Legal													
		6.2.2.4. Enhance report writing skills of the staff involved in monitoring.	Addl Admin													
6.2.3.	6.2.2.5.	Submit a quarterly progress report to the EC by the CG with the support of the Planning and Research Division.	Addl Legal													
		6.2.2.6. Document lessons learned for sharing with stakeholders.	Addl Legal													
	6.2.3.1.	Obtain a policy decision from EC for restructuring.	Addl Admin													

Strategic Thrust III : Institutional Development																
Goal 6 : All resources adequately available for the Election Commission to function effectively.																
Objective No	Target No	Major Activities	Responsible Officer	Timeframe												
				2022		2023			2024			2025				
				Q1	Q2	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
		6.2.3.2. Obtain service from an external consultant/firm to make restructuring.	Addl Admin													
		6.2.3.3. Conduct an assessment on areas needed restructuring.	Addl Admin													
		6.2.3.4. Allocate adequate resources for restructured divisions and to establish units.	Addl Admin													
		6.2.4.1. Obtain approval of the EC to establish the Planning, Research and Monitoring unit.	CGE													
		6.2.4.2. Implement following tasks by the existing Legal, Investigation and Planning Division until the proposed unit is established; <ul style="list-style-type: none">Facilitate to design and conduct researches required by the respective divisions of the EC.Develop terms of references (ToRs), agreements etc. to outsource qualified persons/groups to conduct works for the EC.Support divisions to develop activities and the KPI in accordance with the new targets of the PSP.Organise mid-term reviews (MTRs) to assess the progress of the implementation of the PSP.Monitor the PSP activities and prepare quarterly progress reports to the EC.Publish newsletters, periodicals, reports etc.Conduct donor consortium meetings.Organise lessons learned fora to share lessons of the EC with respective stakeholders.	Addl Legal													

Strategic Thrust III : Institutional Development																
Goal 7 : The staff of the Election Commission is competent to perform productively.																
Objective No	Target No	Major Activities	Responsible Officer	Timeframe												
				2022			2023			2024			2025			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q4
7.1.	7.1.1.	7.1.1.1. Conduct a training need assessment and update it annually.	Addl Admin													
		7.1.1.2. prepare a comprehensive training plan.	Addl Admin													
		7.1.1.3. Design training modules and session plans based on the training plan.	Addl Admin													
		7.1.1.4. Conduct training programmes as per the training plan.	Addl Admin													
		7.1.1.5. Evaluate training programmes to revise the trainings to match the needs.	Addl Admin													
	7.1.2.	7.1.2.1. Establish a mobile training unit to conduct awareness programmes for general public.														
		7.1.2.2. Establish a training coordination unit with qualified staff and other adequate resources.	Addl Admin													
		7.1.2.3. Purchase all training aids (multimedia, portable sound systems, flip chart holders etc).	Addl Admin													
		7.1.2.4. Collect and develop training materials (videos, case studies etc.)	Addl Admin													
		7.1.2.5. Coordinate and facilitate to conduct all trainings and awareness raising programmes implemented by the EC.	Addl Admin													
		7.1.2.6. Establish a database for implementing the trainings.	Addl Admin													

Strategic Thrust III : Institutional Development																	
Goal 7 : The staff of the Election Commission is competent to perform productively.																	
Objective No	Target No	Major Activities	Responsible Officer	Timeframe													
				2022		2023				2024				2025			
				Q	Q	Q	Q	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
7.1.3.		7.1.3.1. Appoint a team to coordinate all activities in relation to establishment of the training centre.	Addl Admin														
		7.1.3.2. Obtain a state land within the year of 2022.	Addl Admin														
		7.1.3.3. Obtain service of a qualified architect to design the plan of the training centre to suit required facilities and the land.	Addl Admin														
		7.1.3.4. Raise funds for the project of Training Centre.	Addl Admin														
		7.1.3.5. Select and award the contract to a qualified contractor in 2023 to commence construction of the training centre.	Addl Admin														
		7.1.3.6. Provide all required facilities to the training centre.	Addl Admin														
7.1.4.		7.1.4.1. Prepare an annual training plan by the Training Unit.	Addl Admin														
		7.1.4.2. Develop and update a database with details of the respective other election stakeholders and personnel.	Addl Admin														
		7.1.4.3. Conduct training programmes.	Addl Admin														
7.1.5.		7.1.5.1. Prepare an employment evaluation system.	CGE/SEC/ Addl Admin														

Strategic Thrust III : Institutional Development																
Goal 7 : The staff of the Election Commission is competent to perform productively.																
Objective No	Target No	Major Activities	Responsible Officer	Timeframe												
				2022			2023			2024			2025			
				Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	Q4
7.1.6.	7.1.5.2.	Develop a proper grievance redressing system for the staff.	CGE/SEC/ Addl Admin													
		7.1.6.1. Conduct training programs for the staff of the Election Commission on financial management.	CFO													
		7.1.6.2. Prepare budget estimates.	CFO													
		7.1.6.3. Prepare financial reports and submit to the relevant parties.	CFO													
	7.1.6.4.	Receive imprest from the treasury.	CFO													
		7.1.6.5. Generate revenue.	CFO													
		7.1.6.6. Answers to audit queries on time.	CFO													
		7.1.6.7. Coordinate the activities of the Public Accounts Committee.	CFO													
7.1.7.	7.1.6.8.	Introduce an online computer software to obtain financial reports from district offices.	CFO													
		7.1.7.1. Prepare required documents to launch the risk based internal audit system introduced by the Department of Management Audit.	CIA													
		7.1.7.2. Identify high risk audit activities.	CIA													
		7.1.7.3. Prepare Audit procedures to accurate the Internal Audit system.	CIA													

Strategic Thrust III : Institutional Development																	
Goal 7 : The staff of the Election Commission is competent to perform productively.																	
Objective No	Target No	Major Activities	Responsible Officer	Timeframe													
				2022		2023				2024				2025			
				Q1	Q2	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		7.1.7.4. Provide training opportunities for internal audit staff.	CIA														
		7.1.7.5. Prepare a new audit checklist.	CIA														
		7.1.7.6. Implement of the new audit system in the head office and district offices.	CIA														

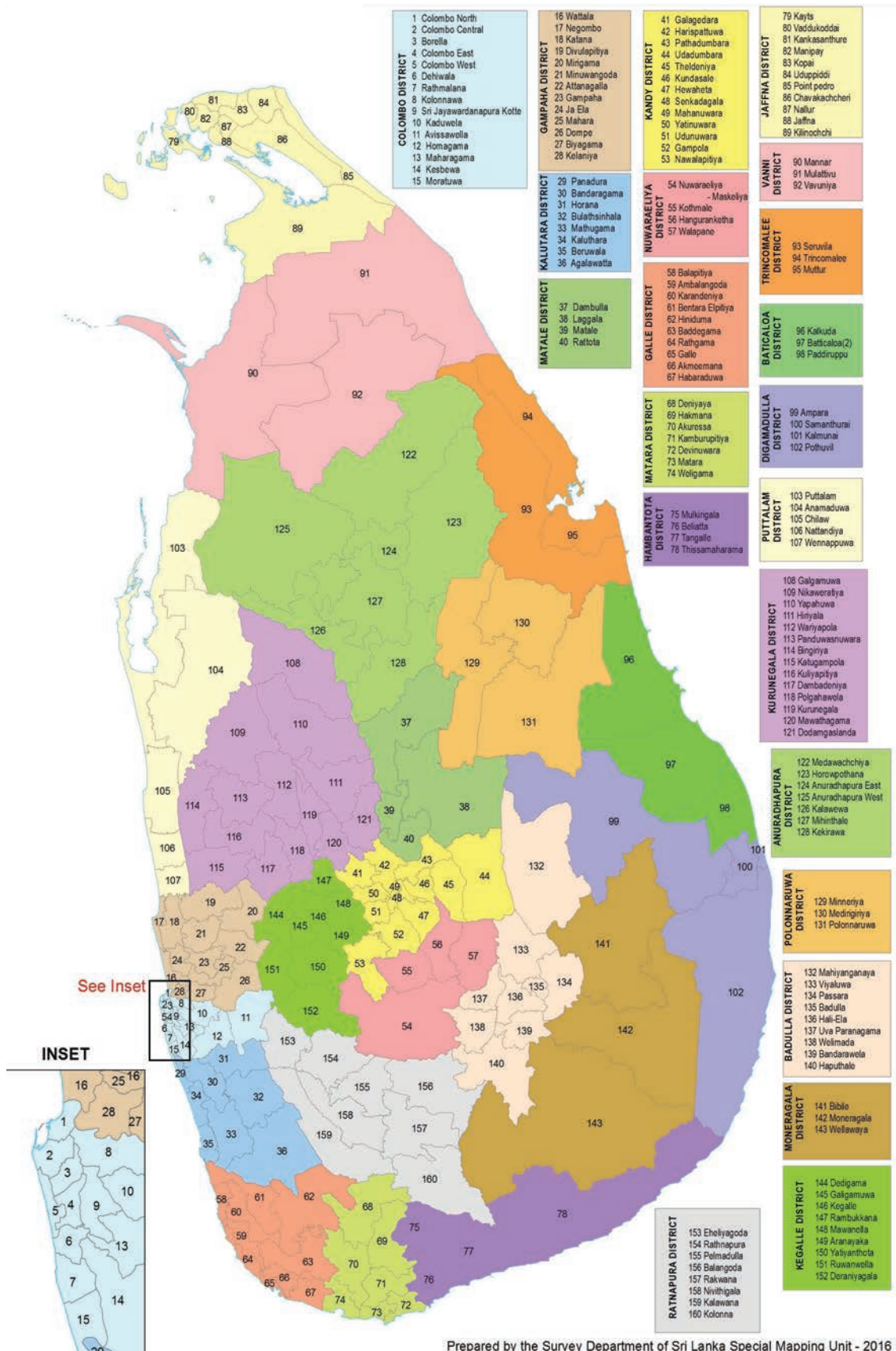
Strategic Thrust IV : Adaptation of Technology																
Goal 8 : The Election Commission functions as an effective election management body utilizing modern technology																
Objective No	Target No	Major Activities	Responsible Officer	Time Frame												
				2022			2023			2024			2025			
				Q1	Q2	Q3	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
8.1	8.1.1	8.1.1.1. Prepare the Communications Technology (ICT) policy.	Addl NE													
		8.1.1.2. Prepare a Business Continuity Plan (BCP) for ICT.	Addl NE													
		8.1.1.3. Prepare a Disaster Management Plan (DMP) for ICT.	Addl NE													
	8.1.2.	8.1.2.1. Conduct a feasibility study to check whether the electronic voting and counting systems are appropriate to Sri Lankan context.	Addl NE													
		8.1.2.2. Prepare required legal amendments enabling the EC to adapt the new technology.	Addl NE/LAE/ Legal													
8.2.	8.1.3.	8.1.2.3. Pilot an Electronic Voting system in 2023.	Addl NE													
		8.1.2.4. Pilot an Electronic Counting system in 2023.	Addl NE													
		8.1.3.1. Conduct a need assessment in 2022 to identify required hardware and software for next four year period.	Addl NE													
		8.1.3.2. Prepare a procurement plan for ICT Infrastructure with a budget based on the assessment carried out.	Addl NE													
	8.2.1.	8.2.1.1. Conduct a training needs assessment to identify software systems for ICT staff and other relevant staff.	Addl NE													

Strategic Thrust IV : Adaptation of Technology																	
Goal 8 : The Election Commission functions as an effective election management body utilizing modern technology																	
Objective No	Target No	Major Activities	Responsible Officer	Time Frame													
				2022		2023				2024				2025			
				Q1	Q2	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		8.2.1.2. Conduct Ten (10) provincial level training programmes annually.	Addl Admin														
	8.2.2.	8.2.2.1. Enhance the Electoral Register Management System.	Addl NE														
		8.2.2.2. Enhance existing management system of election staff (Poll Workers).	Addl NE/Admin														
		8.2.2.3. Enhance the existing Management System of Election Complaints.	Addl NE /Legal														
		8.2.2.4. Enhance existing Management System of Results Tabulation and Dissemination for all type of elections.	Addl NE /LAE														
		8.2.2.5. Enhance e-Services to cater all stakeholders of the Electoral Management Process.	Addl NE														
		8.2.2.6. Enhance the existing reporting system using SMS by Senior Presiding Officers (SPOs).	Addl NE/LAE/ Admin														
		8.2.2.7. Enhance the existing Management Information System (MIS) to facilitate internal administration.	Addl NE/Admin														
		8.2.2.8. Enhance the exiting email Management System with necessary security standard.															
	8.2.2.9. Develop and maintain a online monitoring system to support the Monitoring Unit of the EC to review the progress of the PSP.	Addl NE/Legal															

Strategic Thrust IV : Adaptation of Technology															
Goal 8 : The Election Commission functions as an effective election management body utilizing modern technology															
Objective No	Target No	Major Activities	Responsible Officer	Time Frame											
				2022				2023				2024			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
8.2.3.	8.2.3.1.	Update the web site with timely information.	CGE												
		8.2.3.2. Maintain disabled friendly official web site.	Addl NE												
	8.2.4.	8.2.4.1. Establish strategies for social media usage.	Addl NE												
		8.2.4.2. Enhance existing social media platforms to provide with updated information.	Addl NE												
		8.2.4.3. Maintain disabled friendly official social media platforms.	Addl NE												
		8.3.1.1. Develop the guideline and share it with relevant stakeholders.	Addl NE												
8.3.	8.3.1.	8.3.1.2. Conduct orientation programmes for the stakeholders to utilise the technology.	Addl NE												
		8.3.1.3. Train staff to monitor the usage and make reports.	Addl NE												

PART THREE

3.1 Map of Electoral Districts of Sri Lanka



3.2. Number of voters by electoral districts

Electoral District and Administrative District	Numbers of Electors													
	2015		2016		2017		2018		2019		2020		2021	
Colombo	1,640,946		1,649,716		1,652,389		1,670,403		1,709,209		1,724,061		1,735,315	
Gampaha	1,681,887		1,705,310		1,724,309		1,751,892		1,785,964		1,804,102		1,814,507	
Kalutara	919,375		930,901		941,742		955,079		972,319		981,364		985,948	
Kandy	1,073,809		1,086,161		1,097,342		1,111,860		1,129,100		1,140,168		1,151,796	
Matale	387,025		391,892		395,786		401,496		407,569		413,096		416,249	
Nuwara-Eliya	548,973		556,936		562,025		569,028		577,717		583,566		586,089	
Galle	833,891		843,470		848,877		858,749		867,709		876,391		879,992	
Matara	634,918		641,047		644,800		652,417		659,587		664,030		667,904	
Hambantota	471,609		475,510		479,498		485,786		493,192		499,586		503,184	
Jaffna	539,641		548,079		555,207		564,714		571,848		563,193		572,446	
Jaffna Distrct	457,939		463,726		468,476		475,176		479,584		469,822		476,792	
Kilinochchi District	81,702		84,353		86,731		89,538		92,264		93,371		95,654	
Vanni	263,201		269,111		273,654		282,117		287,013		290,169		293,682	
Vavuniya District	112,808		112,573		114,599		117,333		119,811		123,785		124,735	
Mannarama District	83,224		84,764		86,094		89,403		88,842		85,948		86,879	
Mulaitivu District	67,169		71,774		72,961		75,381		78,360		80,436		82,068	
Batticaloa	375,906		383,429		389,580		398,301		409,808		419,345		427,125	
Digamadulla Ampara District	478,006		486,440		493,742		503,790		513,979		523,148		529,045	
Trincomalee	264,368		268,096		272,822		281,114		288,868		293,607		297,946	
Kurunegala	1,290,723		1,304,995		1,315,715		1,331,705		1,348,787		1,360,627		1,375,457	
Puttalam	570,309		579,604		587,683		599,042		614,370		628,640		637,009	
Anuradhapura	653,151		664,163		672,161		682,450		693,634		701,827		710,248	
Polonnaruwa	314,365		318,405		321,594		326,443		331,109		336,701		339,428	
Badulla	636,047		643,580		649,472		657,766		668,166		675,924		680,892	
Moneragala	350,476		355,474		360,368		366,524		372,155		377,688		381,252	
Ratnapura	831,579		843,834		852,473		864,978		877,582		888,722		895,994	
Kegalle	661,002		665,817		669,570		676,440		684,189		690,101		694,188	
Supplementary List	-		-		58		2		11		3		-	
Total	15,421,207		15,611,970		15,760,867		15,992,096		16,263,885		16,436,059		16,575,646	

3.3 List of recognized political parties

Serial No.	Name of Political Party	Approved Symbol
1	Ahila Ilankai Tamil Congress	Bicycle
2	Akhila Ilankai Tamil Mahasabha	Ship
3	Our Power of People Party	Flag
4	Arunalu Peoples Alliance	Water Tap
5	All Ceylon Makkal Congress	Peacock
6	Ilankai Tamil Arasu Kadchi	House
7	Eelavar Democratic Front	Plough
8	Eelam People's Democratic Party	Veena
9	United People's Freedom Alliance	Betel Leaf
10	United National Freedom Front	Comb of Plantains
11	United National Party	Elephant
12	United National Alliance	Pair of Scales
13	Democratic Unity Alliance	Two Leaves
14	United People's Party	Mobile Phone
15	Eksath Lanka Podujana Pakshaya	Cup
16	Eksath Lanka Maha Sabha Party	Cobra
17	United Left Front	Canoe
18	United Socialist Party	Tri-shaw
19	United Peace Alliance	Butterfly
20	Okkoma Wasiyo Okkoma Rajawaru Sanvidanaya	Till
21	Up-Country People's Front	Mammoty
22	Workers National Front	Sickle
23	People's Liberation Front (Janatha Vimukthi Peramuna)	Bell
24	People's Servant Party	Guitar
25	Democratic Tamil National Alliance	Brass Lamp
26	Jana Setha Peramuna	Tractor
27	National Congress	Horse
28	Jathika Jana Balawegaya	Compass
29	National People's Party	Electric Bulb
30	National Freedom Front	Panchaudaya
31	National Democratic Front	Motor Car
32	Jathika Sangwardhena Peramuna	Coconut
33	National Unity Alliance	Pigeon
34	Jathika Hela Urumaya	Conch Shell
35	Nationalities Unity Organization	Umbrella
36	Tamil Makkal Kootanii	Deer
37	Thamil Makkal Thesiya Kuttani	Fish
38	Thamil Makkal Viduthalai Pulihal	Boat
39	Tamil Progressive Alliance	Torch Light
40	Social Democratic Party of Tamils	Candle
41	Desha Vimukthi Janatha Pakshaya	Ear of Paddy

Serial No.	Name of Political Party	Approved Symbol
42	Tamil Eelam Liberation Organization	Light House
43	Tamil United Liberation Front	Sun
44	New Democratic Front	Swan
45	New Democratic Marxist Leninist Party	Kettle
46	Nawa Lanka Nidahas Pakshaya	Horse Shoe
47	Nawa Sama Samaja Party	Table
48	Nawa Sihala Urumaya	Bow and Arrow
49	Pivithuru Hela Urumaya	Flower
50	Puravesi Peramuna	Omnibus
51	Frontline Socialist Party	Sledge Hammer
52	People's Alliance	Chair
53	Democratic United National Front	Eagle
54	Democratic Peoples Front	Ladder
55	Democratic People's Liberation Front	Anchor
56	Democratic National Alliance	Trophy
57	Democratic Party	Flaming Torch
58	Democratic Left Front	Clock
59	Maubima Janatha Pakshaya	Aeroplane
60	Mahajana Eksath Peramuna	Cart Wheel
61	National Front for Good Governance	Double Flags
62	Ceylon Worker's Congress (P.Wing)	Cockerel
63	Lanka Sama Samaja Party	Key
64	The Liberal Party	Book
65	Sri Lanka Labour Party	Kangaroo
66	Sri Lanka Freedom Party	Hand
67	Samabima Party	Envelope
68	Sri Lanka Podujana Peramuna	Flower Bud
69	Sri Lanka Progressive Front	Flower Vase
70	Sri Lanka Mahajana Pakshaya	Eye
71	Sri Lanka Muslim Congress	Tree
72	Communist Party of Sri Lanka	Star
73	Socialist Party of Sri Lanka	Balloon
74	Samagi Jana Balawegaya	Telephone
75	Samaththuwa Kadchi	Shield
76	Socialist Alliance	Clay Lamp
77	Socialist Equality Party	Pair of Scissors
78	Sinhaladeepa Jathika Peramuna	Sword
79	Sinhala Ravaya	Diamond

3.4 Historical timeline of the event impacted on democratic and governance systems in Sri Lanka

(Please note that only the major incidents and events which impacted on the Sri Lankan political scenario are listed here).

Year	Description
1815	Ceylon became a colony under the British Empire.
1829-1833	Introduction of Colebrook-Cameron Reforms to Ceylon
1865	Election with a limited voting power for Colombo and Kandy Municipal Councils
1867	An election held for Galle Municipal Council.
1911	Legislative Council of 21 members elected by people under limited voting power.
1912	Introduction of an electoral system by Crew-McIlum Reforms where a selected group of persons could exercise the voting power.
1919	Founded Ceylon National Congress to agitate for constitutional reforms.
1920-1924	Increase of elected and official members under Manning-Devonshire Reforms.
1926	Founded Ceylon Labour Party by A.E. Gunasinghe.
1927	Commencement of activities of the Donoughmore Commission
1931	Introduction of Universal Franchise to Sri Lanka
1931	First election for the State Council according to the Donoughmore Reforms. In this election voters casted their votes in to colour ballot boxes assigned for candidates.
1931	First by-election for the State Council on 13 th June 1931 Ruwanwella Constituency
1935	Founded the Lanka Samasamaja Party on 18 th December 1935, the first socialist and organized political party in Ceylon aiming at contesting at the election for the second state council in 1936.
1936	Election for the Second State Council.
1939	Founded the Ceylon Indian Congress under the leadership of Laxmanan Chettiyar following the advice of Sri Jawaharlal Nehru who visited Ceylon in 1939. Later S.Thodaman became the president of the Congress and the name of the Congress was also changed in 1950 as the Ceylon Worker Congress.
1943	Founded the Lanka Communist Party (Now Sri Lanka Communist Party). Under the leadership of Dr. S. A. Wickramasinghe.
1944	Founded the All Ceylon Tamil Congress by G.G. Ponnambalam.
1944	Founded the Sinhala Maha Sabawa by S.W.R.D. Bandaranayake
1944	Recommendations of Solebury Commission for a new Constitution for Ceylon.
1946	Ceylon (Parliamentary Elections) Order 1946 passed on 26 th September 1946. (Provisions made for the registration of voters and conduct parliamentary elections.)
1946	Founded the United National Party on 6 th September 1946 on the ledership of D.S. Senanayake aiming for contesting to the first parliament election in Ceylon.
1947	Last by-election for the State Council on 8 th February 1947 – Morawaka Constituency.

Year	Description
1947	First Parliamentary Election under Solebury Reforms - During 19 days from 23 rd August to 20 th September 1947.
1948	First Parliamentary by-election – Kandy Constituency on 18 th May 1948. (However nominations were called on 19 th April 1948 for a by-election for Avissawella Constituency, where a female candidate was elected uncontested.)
1949	Founded the Ilankei Tamil Arashu Kachchi (ITAC) under the leadership of S.J.V. Chellavanayagam.
1951	Founded the Sri Lanka Freedom Party on 2 nd September 1951 under the leadership of S.W.R.D. Bandaranayake.
1955	The two institutions, one Department for Parliamentary Elections and the other department for Local Authorities Elections, were amalgamated and the Department of Elections was established on 1 st October 1955.
1956	Founded the Mahajana Eksath Peramuna as an alliance by several political parties and groups.
1956	The first election, conducted by the Department of Elections. (Third Parliamentary Election conducted during 6 days from 05 th April 1956 to 10 th April 1956.)
1959	Revision of the age for voting right from 21 years to 18 years.
March 1960	The first parliamentary election was conducted within one-day - on 19 th March 1960 (Fourth Parliamentary Election).
March 1971	The last Municipal Council by-election under the ward system – Suduwella ward – Colombo Municipal Council.
1972	Introduction of the First Republic Constitution to Sri Lanka.
1976	Founded the Tamil United Front (T.U.F) as a collision of many Tamil political parties and in 1976 it became the Tamil United Liberation front (T.U.L.F).
1977	Eighth Parliamentary Election (the last Parliamentary election under first – past- the post system) 21 st June 1977. This election is known as the election to elect the Second National State Assembly.
1978	Introduction of the Second Republic Constitution to Sri Lanka, and introduce the Executive Presidency
1979	First local authorities election under Proportional Representation System. (Municipal Councils and Urban Councils)
1981	Election for District Development Councils (Proportional Representation System).
1982	First Presidential Election in Sri Lanka - 20 th October 1982
1982	First Referendum in Sri Lanka - 22 nd December 1982.
1987	Thirteenth amendment to the constitution and introduction of Provincial Councils into the governance system in Sri Lanka.
1987	First election scheduled to be held for Local Authorities under proportional representative system (Municipal Councils, Urban Councils and Pradeshiya Sabahs). This election could not be conducted due to political turbulence prevailed in the country.
1988	First Provincial Councils Election in four stages 28 th April 1988, 2 nd June 1988, 9 th Jun 1988 and 19 th November 1988. This was the first election conducted in Sri Lanka under proportional representation and preferential voting.

Year	Description
1988	The last by-election – Horowapotana 29 th September 1988, under the Ceylon (Parliamentary Elections) Order in Council.
1989	First Parliamentary election under the 1978 Constitution and the first Parliamentary election conducted on Proportional Representation and Preferential Voting.- 15 th February 1989.
1991	First one day local authorities election (Municipal Councils, Urban Councils and Pradeshiya Shabhas)
2001	Seventeenth Amendment to the Constitution where the President was empowered to appoint an Election Commission replacing the Department of Elections and the Commissioner of Elections. (However, the Commission were not appointed and the Department of Elections functioned under the Commissioner of Elections till November 2015).
2006	First election where a recognized identity card with the photograph of the voter was made mandatory to cast vote (Local Authorities Election 2006).
2009	The poll in a polling station at the North Western Provincial Council Election held on 14 th February 2009, Nayakkarachchenai Tamil school, was annulled and a fresh poll was taken on 21 st February 2009, for the first time in the history of elections in Sri Lanka.
2010	At the sixth Parliamentary Election (8 th April 2010) the poll in 34 polling stations in Nawalapitiya polling division and one polling station in the Trincomalee polling division were annulled and fresh polls were taken on 30 th April 2010.
2015	The Election Commission with three members was appointed with effect from 13 th November 2015 and commenced functioning from 17 th November 2015.
2020	The Second Election Commission with five members was appointed and commenced functioning from 13 th December 2020.

3.5 Elections held in Sri Lanka

Name of the Election/ Poll	Date of Election/ Poll
State Council Elections	
01. First State Council Election	13.06.1931
02. Second State Council Election	22.02.1936 - 07.03.1936
Presidential Elections	
01. Presidential Elections	20.10.1982
02. Presidential Elections	19.12.1988
03. Presidential Elections	09.11.1994
04. Presidential Elections	21.12.1999
05. Presidential Elections	17.11.2005
06. Presidential Elections	26.01.2010
07. Presidential Elections	08.01.2015
08. Presidential Elections	16.11.2019
Parliamentary Elections	
01. Parliamentary Elections	23.08.1947 - 20.09.1947 (19 Days)
02. Parliamentary Elections	24.05.1952 - 30.05.1952 (04 Days)
03. Parliamentary Elections	05.04.1956- 10.04.1956 (03 Days)
04. Parliamentary Elections	19.03.1960
05. Parliamentary Elections	20.07.1960
06. Parliamentary Elections	22.03.1965
07. Parliamentary Elections	27.05.1970
08. Parliamentary Elections	21.07.1977
09. Parliamentary Elections	15.02.1989
10. Parliamentary Elections	16.08.1994
11. Parliamentary Elections	10.10.2000
12. Parliamentary Elections	05.12.2001
13. Parliamentary Elections	02.04.2004
14. Parliamentary Elections	08.04.2010 - 20.04.2010 ¹
15. Parliamentary Elections	17.08.2015
16. Parliamentary Elections	05.08.2020
Provincial Council Election	
01. North Western Provincial Council Election	28.04.1988
02. North Central Provincial Council Election	28.04.1988
03. Uva Provincial Council Election	28.04.1988
04. Sabaragamuwa Provincial Council Election	28.04.1988
05. Western Provincial Council Election	02.06.1988
06. Central Provincial Council Election	02.06.1988
07. Southern Provincial Council Election	09.06.1988
08. Northern Provincial Council Election	19.11.1988
09. Eastern Provincial Council Election	17.05.1993
10. All Provincial Councils Elections (excepts to North and East)	17.05.1993
11. Southern Provincial Council Election	17.05.1993
12. North Western Provincial Council Election	17.05.1993
13. Uva Provincial Council Election	17.05.1993
14. Central Provincial Council Election	17.05.1993
15. North Central Provincial Council Election	24.03.1994
16. Western Provincial Council Election	25.01.1999
17. Sabaragamuwa Provincial Council Election	06.04.1999

Name of the Election/ Poll	Date of Election/ Poll
18. Southern Provincial Council Election	06.04.1999
19. Central Provincial Council Election	06.04.1999
20. Eastern Provincial Council Election	06.04.1999
21. North Central Provincial Council Election	06.04.1999
22. Sabaragamuwa Provincial Council Election	10.06.1999
23. North Western Provincial Council Election	10.07.2004
24. Central Provincial Council Election	10.05.2008
25. Western Provincial Council Election	23.08.2008
26. Uva Provincial Council Election	23.08.2008
27. Southern Provincial Council Election	14.02.2009
28. Eastern Provincial Council Election	14.02.2009
29. North Central Provincial Council Election	25.04.2009
30. Sabaragamuwa Provincial Council Election	08.08.2009
31. Central Provincial Council Election	10.10.2009
32. Northern Provincial Council Election	08.09.2012
33. North Western Provincial Council Election	08.09.2012
34. Western Provincial Council Election	08.09.2012
35. Southern Provincial Council Election	21.09.2013
36. Uva Provincial Council Election	21.09.2013
37. North Western Provincial Council Election	21.09.2013
38. Western Provincial Council Election	29.03.2014
39. Southern Provincial Council Election	29.03.2014
40. Uva Provincial Council Election	20.09.2014
Local Authorities Elections	
01. Local Authorities Election	11.05.1991
02. Local Authorities Election - Eastern Province and Vavuniya	01.03.1994
03. Local Authorities Election	21.03.1997
04. Jaffna Local Authorities Election	29.01.1998
05. Local Authorities Election	02.03.2002
06. Local Authorities Election	20.03.2006/20.05.2006 ²
07. Local Authorities Election Phase I	17.03.2011
08. Local Authorities Election Phase II	23.17.2011
09. Local Authorities Election Phase III	08.10.2011
10. Local Authorities Election	10.02.2018
11. Local Authorities Election - Elpitiya Pradeshiya Sabha	11.10.2019
Referendum	
01. Referendum	22.12.1982

1. Date of fresh poll under Section 48 (2) of the Parliamentary Elections Act, in 34 polling stations of the Nawalapitiya Polling Division and in the Trincomalee Polling Division of the Trincomalee Electoral District.
2. The poll in 286 Local Authorities in the Northern and Eastern Provinces other than in the 42 Local Authorities where the poll had been postponed and the 2 Local Authorities uncontested, was conducted on 30th June 2006.

3.6 Acts executed by Election Commission

Presidential Election

- Presidential Elections Act No 15 of 1981
- Presidential Elections (Amendment) Act No 16 of 1988 – 24th May 1988
- Presidential Elections (Amendment) Act No 35 of 1988 – 21st October 1988
- Presidential Elections (Amendment) Act No 14 of 2004 – 18th November 2004
- Presidential Elections (Amendment) Act No 28 of 2011 – 25th May 2011

Parliamentary Elections

- Parliamentary Elections, Act No 1 of 1981 – 22nd January 1981
- Parliamentary Elections (Amendment) Act No 15 of 1988 – 24th May 1988
- Parliamentary Elections (Amendment) Act No 29 of 1988 – 16th August 1988
- Parliamentary Elections (Amendment) Act No 35 of 1988 – 21st October 1988
- Parliamentary Elections (Amendment) Act No 54 of 1988 – 17th December 1988
- Parliamentary Elections (Amendment) Act No 14 of 2004 – 18th November 2004
- Parliamentary Elections (Amendment) Act No 58 of 2009 – 16th October 2009
- Parliamentary Elections (Amendment) Act No 28 of 2011 – 25th May 2011

Provincial Councils Election

- Provincial Councils Elections Act No 2 of 1988 – 27th January 1988
- Provincial Councils Elections (Amendment) Act No 35 of 1988 – 21st October 1988
- Provincial Councils Elections (Amendment) Act No 55 of 1988 – 17th December 1988
- Provincial Councils Elections (Amendment) Act No 29 of 1990 – 06th July 1990
- Provincial Councils Elections (Amendment) Act No 7 of 1993 – 18th February 1993
- Provincial Councils Elections (Amendment) Act No 5 of 2004 – 03rd February 2004
- Provincial Councils Elections (Amendment) Act No 14 of 2004 – 18th November 2004
- Provincial Councils Elections (Amendment) Act No 28 of 2011 – 25th May 2011
- Provincial Councils Elections (Amendment) Act No 17 of 2017 – 22nd September 2017

Local Authorities Election

- Local Authorities Elections Ordinance (Cap 262)
- Local Authorities Elections (Special Provision) Act No 24 of 1990
- Local Authorities Elections (Amendment) Act No 25 of 1990
- Local Authorities Elections (Amendment) Act No 1 of 2002
- Local Authorities Elections (Amendment) Act No 16 of 2017 – 31st August 2017

Referendum

- Referendum Act No 7 of 1981 – 27th February 1981
- Referendum (Amendment) Act No 17 of 1988 – 24th May 1988

Registration of Electors

- Registration of Electors Act No 44 of 1980 – 24th October 1980
- Registration of Electors (Special Provisions) Act No 10 of 2017 – 21st July 2017
- Registration of Electors (Amendment) Act No 22 of 2021 – 13th October 2021

3.7 Commissioners of Elections and the Members of 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 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 Elections) on 1st February 1947 and Mr. S. Amarasinghe was appointed the Assistant Commissioner of Elections (Local Government Elections). 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 24th May to 30th May 1952. Mr. G.P. Thambiah served as the Commissioner of Local Government Elections at that time.

On 01st 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 1st June 1955, was appointed the first Commissioner of the amalgamated Elections Department. The third Parliamentary Election was conducted for 3 days during the period from 4th April 1956 to 11th April 1956 by Mr. A. Arulpragasam, the then Commissioner of Elections.

Upon the retirement of Mr. A. Arulpragasam, on 7th March 1957, the then Deputy Commissioner of Local Government Elections Mr. E. Felix Dias Abeysinghe, was appointed as acting 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 the department, and the establishment of the 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 07th March 1957 to 15th May 1978.

On the retirement of Mr. E.F. Dias Abeysinghe on 15th May 1978, the then Deputy Commissioner, Mr. Magana Arachchige Piyasekera succeeded him on 16th May 1978. Before being appointed the Commissioner, Mr. Piyasekera had been serving in the Department of Elections as an Assistant Elections Officer from 11st May 1951 to 16th May 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 his service in the Department of Elections from 21st April 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 4th June 1981 by Mr. M.A. Piyasekera, the Commissioner of Elections.

When Mr. M.A. Piyasekera, the Commissioner of Elections went on leave from 1st February 1982 preparatory to retirement, Mr. L.A.G. Jayasekara, the then Deputy Commissioner was appointed on 17th February 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 as the Acting Commissioner of Elections on 25th March 1982. Mr. L.A.G. Jayasekara retired from service on 25th March 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 1st August 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 4th May 1982. The first presidential election held on 19th October of 1982 and the only referendum so far conducted on 22nd December 1982 were held under his administration. During his term of office three Presidential Elections and two Parliamentary Elections together with several Provincial Councils and Local Authorities elections were conducted. Mr. R.K. Chandrananda de Silva retired from service on 16th February 1995.

After the retirement of Mr. R.K. Chandrananda de Silva, Mr. Dayananda Dissanayake, the then Deputy Commissioner of Elections, was appointed as the Commissioner of Elections from 17th February 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 to perform the powers and the duties of the Commission until the establishment of the Commission. But the authority to appoint of the Commissioner General of Elections was only the Election Commission. Therefore, Mr. Dissanayake who reached the retirement age of 60 years on 28th January 2002 had to serve in the post even after that day. However, the Eighteenth Amendment to the Constitution, attested on 9th 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 25th March 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, informed that he was not in good 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 26th March 2011. Mr. Mahinda Deshapriya was recruited to the Sri Lanka Administrative Service on 1st July 1982 and was serving for about 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 1st 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 13th November 2015, members of the independent Election Commission were appointed under the Nineteenth Amendment to the Constitution, thus establishing the Election Commission with effect from November 2015. Mr. Mahinda Deshapriya Commissioner of Elections was appointed as the Chairman of the Commission and the other two members of the Commission were Mr. N.J.Abeysekara P.C. and Prof. S.Rathnajeewan Hoole. The quorum for the Commission was three. All staff of the Department of Elections were attached to the Election Commission without any loss to the services, privileges and facilities they enjoyed.

When the term of office of the Election Commission came to an end the Second Election Commission was appointed on 13th December 2020 with five members. The quorum of this Commission is three. Chairman of the Commission is Mr. Nimal G. Punchihewa, Attorney-at-law and the other members are Mr. S.B.Divaratne, Mr. M.M.Mohamed, Mr. K.P.G.Pathirana and Mr. Jeevan Thiagarajah. Mr. Jeevan Thiagarajah resigned from the Commission to accept the position of the Governor of Northern Province. Mrs. P.S.M.Charles was appointed on 28th October 2021 to fill the vacancy.

3.8 Advisory Committee for the preparation of Participatory Strategic Plan

Nimal G. Punchihewa	-	Chairman, Election Commission
S.B. Divaratne	-	Member, Election Commission
M.M. Mohamed	-	Member, Election Commission
K.P.P. Pathirana	-	Member, Election Commission
P.S.M. Charles	-	Member, Election Commission
Saman Sri Rathnayeka	-	Commissioner General of Elections
H.M.T.D. Herath	-	Secretary, Election Commission
K.S.P. Perara	-	Chief Financial Officer

3.9 Planning Committee to prepare the Participatory Strategic Plan

Saman Sri Rathnayeka	-	Commissioner General of Elections
H.R.P. Pieris	-	Additional Commissioner of Elections (National Elections)
B.M.P.G.V. Bandara	-	Additional Commissioner of Elections (Administration)
B.P.C. Kularatne	-	Additional Commissioner of Elections (Legal, Investigation & Planning)
Nalaka Kaluwewa	-	Additional Commissioner of Elections (Local Authorities Elections)
G.R.A.K. Gamlath	-	Chief Accountant
S. Ekanayeka	-	Director (Information Technology)
S. Achchudan	-	Deputy Commissioner of Elections (Local Authorities Elections)
J.A.S.P. Jayasinghe	-	Deputy Commissioner of Elections (Administration)
Channa P. de Silva	-	Director (Research & Planning)
S.T. Bulathsinhala	-	Chief Internal Auditor
Nalin Semage	-	Coordinating Secretary to Chairman

3.10 Special contributors in preparing the Participatory Strategic Plan

Head Office

Sreen Yapa Boralessa	-	Assistant Commissioner of Elections (National Elections)
Kumarinie Prathapasinghe	-	Assistant Commissioner of Elections (Legal)
K.D.A. Nishantha	-	Accountant (Procurement)
Kalpanie Rathnayaka	-	Assistant Director (Information Technology)
J.A.S.S. Jayasinghe	-	Assistant Director (Information Technology)
W.A. Ranjan Nishantha	-	Assistant Director (Information Technology)
Helani Dharmadasa	-	Translator
M.A. Gamini	-	Translator
A.S.M. Jifri	-	Translator
M.T.Z. Rifa	-	Translator
D.L.S. Deepika	-	Administrative Officer

District Election Offices

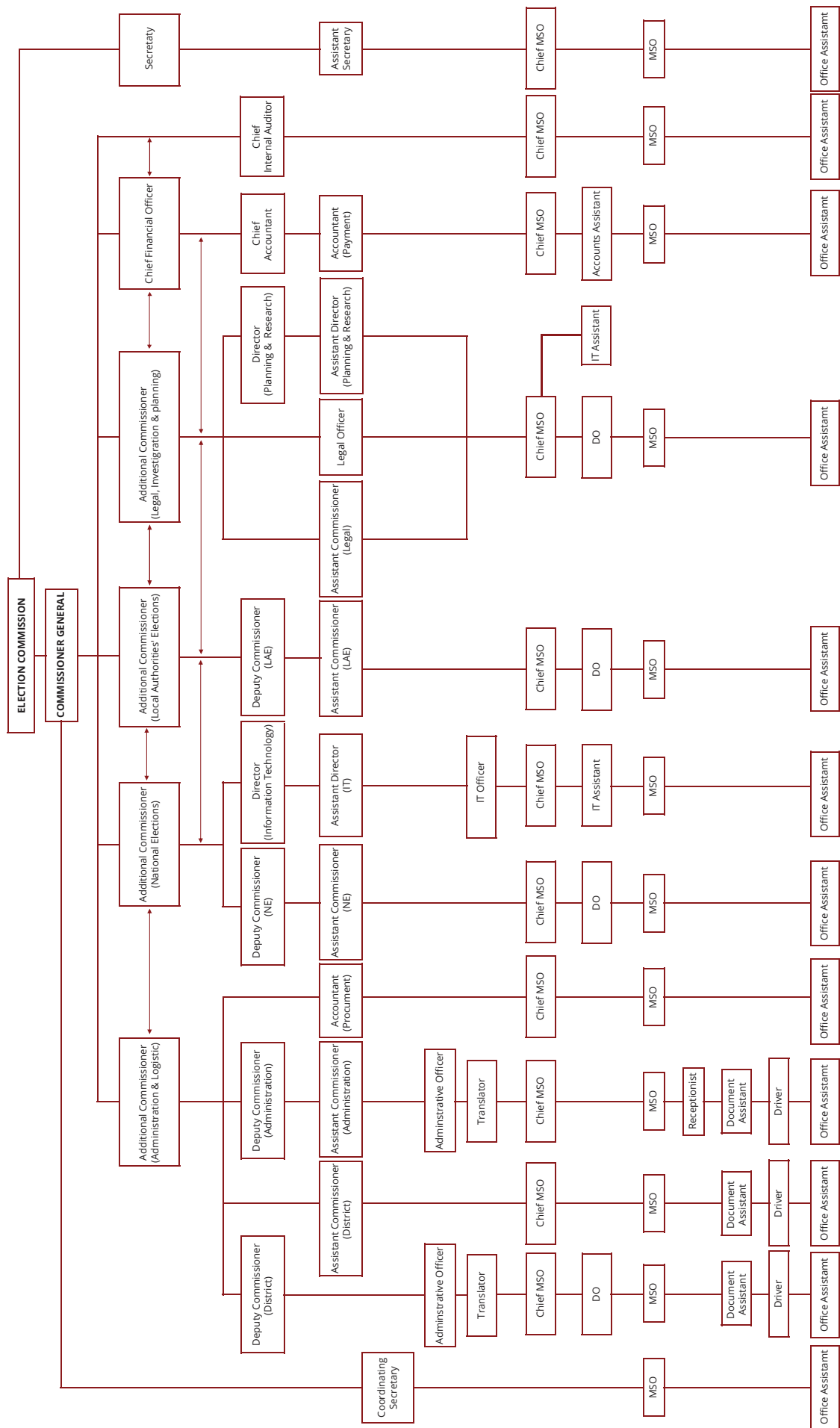
P.A.S. Senaratne	- Deputy Commissioner of Elections (Colombo City)
M.M.S.K. Bandara Mapa	- Deputy Commissioner of Elections (Colombo District)
K.J.S. Madhawa	- Deputy Commissioner of Elections (Gampaha)
A.A. Anandi	- Assistant Commissioner of Elections (Gampaha)
Kalindra Jayaweera Fernando	- Deputy Commissioner of Elections (Kalutara)
H.D.N. Sampath Fernando	- Deputy Commissioner of Elections (Kandy)
P.S. Pathirana	- Assistant Commissioner of Elections (Matale)
K.A.L.S. Kalugampitiya	- Assistant Commissioner of Elections (Nuwara- Eliya)
W.H.R. Wijaya Kumara	- Deputy Commissioner of Elections (Galle)
T.W. Poshitha Kawmadie	- Assistant Commissioner of Elections (Matara)
Raveendra Subhashana Wedage	- Assistant Commissioner of Elections (Hambantota)
R.C. Amalraj	- Assistant Commissioner of Elections (Jaffna)
V.K.V. Gnanadayalan	- Assistant Commissioner of Elections (Kilinochchi)
J. Jeniton	- Assistant Commissioner of Elections (Vavuniya)
K. Wimalarooban	- Assistant Commissioner of Elections (Mannar)
K. Kandeepan	- Assistant Commissioner of Elections (Mulaitivu)
M.B.M. Sufyan	- Assistant Commissioner of Elections (Batticaloa/ Ampara)
S. Sudakaran	- Deputy Commissioner of Elections (Trincomalee)
R.M.H.B. Rathnayeka	- Deputy Commissioner of Elections (Kurunegala)
K. Mugundan	- Assistant Commissioner of Elections (Anuradhapura)
Piyumi Atigala	- Assistant Commissioner of Elections (Polonnaruwa)
N. Regan	- Assistant Commissioner of Elections (Moneragala)
Suranga Ambagahatenne	- Deputy Commissioner of Elections (Ratnapura)
K.H.M.S.P. Kasthurisinghe	- Assistant Commissioner of Elections (Kegalle)
Sajith Welgama	- Former Assistant Commissioner of Elections (Kegalle)
Indika Hathurusinghe	- Former Assistant Commissioner of Elections (Badulla)

3.11. Meetings/discussions held with stakeholder groups to generate data and gather information to prepare the Participatory Strategic Plan

No.	District	Participants	Number of meetings
01.	Elections Secretariat	Secretaries of Political Parties	1
02.	Elections Secretariat	Elections Observer Groups	1
03.	Elections Secretariat	District Secretaries	1
04.	Elections Secretariat	Women's and Youth Groups	1
05.	Elections Secretariat	Associations of Disabled Persons	1
06.	Colombo	Members of youth, women, disabled and community based organizations, public officers, Grama Niladharis, local officials of election observer groups, officers of district elections office	1
07.	Gampaha	Members of youth, women, community based organizations, public officers, officers of district Elections office	1
08.	Kalutara	Representatives of political parties, elders, groups of special needs, media persons, Senior Presiding Officers, Grama Niladharis, women's organizations, officers of District Secretariat, officers of district elections office	1
09.	Kandy	Members of youth, women and community based organizations, State Officers, officers of district elections office	1
10.	Matale	Members of youth, women and community based organizations, State officers, officers of district elections office	1
11.	Nuwara-Eliya	Public officers, Grama Niladharis, officers of district elections office	1
12.	Galle	Community leaders, fisherfolk, ordinary citizens, officers of district elections office	1
13.	Matara	Election observer groups, civil organizations, members of community based organizations and disabled, public officers, officers of district elections office	1
14.	Hambantota	Election observer groups, civil organizations, members of community based organizations and disabled, public officers, officers of district elections office	1
15.	Jaffna	Former officers of the Election Commission, representatives of political parties, election observer groups, media persons, women's organizations, youth organizations, Rural Development Societies, fisheries organizations, farmer organizations, associations of special needs persons, sports societies, public officers, Grama Niladharis, officers of district elections office	2
16.	Kilinochchi	Representatives of political parties, election observer organizations, media persons, women's organizations, youth organizations, associations of disabled persons, social organizations, officers of district elections office	1
17.	Vavuniya	Representatives of political parties, election observer organizations, media persons, women's organizations, youth organizations, association of disabled persons, social organizations, public officers, officers of district elections office	2

No.	District	Participants	Number of meetings
18.	Mannar	Women's organizations, Rural Development Society members, officers of district elections office	1
19.	Mulaitivu	Representatives of local authorities, election observer organizations, media persons, women's organizations, youth organizations, organizations of disabled persons, social organizations, public officers, officers of district elections office	1
20.	Batticaloa	Religious leaders, representatives of political parties, election observer organizations, media persons, women's organizations, youth organizations, organizations of disabled persons, civil organizations, Grama Niladharis, public officers, retired officers, officers of district elections office	1
21.	Ampara	Religious leaders, representatives of political parties, election observer organizations, media persons, women's organizations, youth organizations, organizations of disabled persons, civil organizations, Grama Niladharis, public officers, retired officers, officers of district elections office	2
22.	Trincomalee	Representatives of political parties, Divisional Secretaries, Grama Niladharis, members of community based organizations, officers of district elections office	1
23.	Kurunegala	Representatives of political parties, election observer organizations, media persons, women's organizations, youth organizations, associations of disabled persons, social organizations, public officers, officers of district elections office	1
24.	Puttalam	Representatives of political parties, election observer organizations, media persons, women's organizations, youth organizations, associations of disabled persons, social organizations, public officers, officers of district elections office	1
25.	Anuradhapura	Representatives of political parties, election observer organizations, media persons, women's organizations, youth organizations, associations of disabled persons, social organizations, public officers, officers of district elections office	4
26.	Polonnaruwa	Representatives of political parties, election observer organizations, media persons, women's organizations, youth organizations, associations of disabled persons, social organizations, public officers, officers of district elections office	3
27.	Badulla	Media persons, school students, teachers, social organizations, Grama Niladharis, public officers, officers of district elections office	1
28.	Moneragala	Media persons, school students, teachers, social organizations, Grama Niladharis, public officers, officers of district elections office	1
29.	Ratnapura	Media persons, school students, teachers, social organizations, Grama Niladharis, public officers, officers of district elections office	1
30.	Kegalle	Media persons, school students, teachers, social organizations, Grama Niladharis, public officers, officers of district elections office	1

3.12. Organization Chart of the Election Commission



3.13. Roles of each Division of the Election Commission

	Division	Unit	Objective of Division	Role	Officer accountable
1.	Election Commission Office	Coordinating Office	<p>Carry out the functions vested with the Election Commission.</p> <p>Execution of the powers given by the Constitution and relevant Acts to conduct free, fair and credible elections.</p>	<p>Administration functions of the Election Commission</p> <p>Coordinating statutory functions</p> <p>Recruitments, transfers and release of members of the staff of the Election Commission</p> <p>Meetings of the Commission and preparation of minutes</p> <p>Establishment matters of staff officers</p>	<p>Secretary (Election Commission)</p> <p>Assistant Secretary (Election Commission)</p> <p>Coordinating Secretary</p>
2.	Administration	<p>Administration</p> <p>Establishment</p> <p>Transport</p> <p>Language Policy Unit</p> <p>Management of procurements and assets</p>	<p>Management of establishment matters to perform duties vested with the Commission by the Constitution to conduct free and fair elections</p>	<p>Coordination of general administrative matters of district elections offices and the staff</p> <p>Constructions and maintenance work</p> <p>Foreign training and official tours</p> <p>Establishment matters of non-staff grade officers</p> <p>Capacity building of staff</p> <p>Gender matters</p> <p>Security, janitorial services and welfare</p> <p>Tappal</p> <p>Annual performance reports</p> <p>Vehicles control, maintenance, transport facilities</p> <p>Implementation of the language policy</p> <p>Procurement</p> <p>Stores management</p> <p>Annual board of survey</p> <p>Management of assets</p> <p>Maintenance of machinery and equipment including communication equipment</p> <p>Settlement of telephone and water bills, other related matters</p>	<p>Additional Commissioner of Election (Admin)</p> <p>Deputy Commissioner of Election (Admin)</p> <p>Assistant Commissioner of Elections (Admin)</p> <p>Administrative Officer</p> <p>Translators</p> <p>Accountant (Procurement)</p>

	Division	Sub division	Objective of Division	Role	Officer accountable
3.	National Elections	National Elections	Organization activities for national elections, preparation of electoral registers of qualified citizens and safeguarding universal franchise	<p>Registration of Annual electoral register and calculation of the number of Members of Parliament</p> <p>Preparation of supplementary electoral register according to the Registration of Elections (Special Provisions) Act No 17 of 2017, organizing matters related to the execution of the provisions in the Registration of Electors (Amendment) Act No 22 of 2021</p> <p>National Elections and Referenda</p> <p>Educating citizens about the electoral register and the electoral process, Coordinating activities related to the voter's day</p> <p>Filling of vacancies of Members of Parliament</p> <p>Coordination of officers of district elections offices and other institutions in connection with the students parliament and youth parliament</p> <p>Preparation of election reports</p>	<p>Additional Commissioner of Elections (National Elections)</p> <p>Deputy Commissioner of Elections (National Elections)</p> <p>Assistant Commissioner of Elections (National Elections)</p>
		Information Technology Division	Establishment of an efficient and effective information technology methodology in the Election Commission, introducing modern technology applicable for the electoral process	<p>Information technology to help the institution, work efficiently, stakeholders to obtain information they require, and to study the information technology needs, use for planning, report writing, and maintaining information required for future purposes improve and maintain the centralized data base</p> <p>Administration and maintenance of centralized electoral register data base</p> <p>Administration of the official website of the Election Commission, updating and providing e-services</p>	<p>Director (Information Technology)</p> <p>Assistant Director (Information Technology)</p> <p>Information Technology Technical Officer</p>

	Division	Sub division	Objective of Division	Role	Officer accountable
				<p>Maintaining the data center and disaster management center</p> <p>Maintaining the computer network and VPN network</p> <p>Training the staff of the Election Commission to utilize information technology appropriately</p> <p>Maintenance of social media data bases,</p> <p>Maintenance of official e-mail network</p> <p>Use technology for the preparation of election results</p>	
4.	Local Authorities Division	<p>Local Authorities</p> <p>Special projects</p>	Organizing, provincial councils and local authorities elections for all voters to cast their vote without fear and suspicion, coordination with local and foreign observer organizations, special projects	<p>Conduct of Provincial Councils and local authorities elections</p> <p>Preparation of election reports</p> <p>Filling vacancies of members/ councilors</p> <p>Coordination with Delimitation Commission</p> <p>Coordination with foreign election management bodies</p> <p>Coordination with local election observers</p> <p>Coordination with Non-Government Organizations</p> <p>Strengthening women's participation in people's representative bodies and awareness building</p> <p>Coordination with youth and awareness building</p> <p>Coordination with disabled, stakeholders and awareness building</p> <p>Coordination with people's groups and awareness building</p> <p>Coordination with social media and related matters</p> <p>Organizing international days</p>	<p>Additional Commissioner of Elections (Local Authorities Elections)</p> <p>Deputy Commissioner of Elections (Local Authorities Elections)</p> <p>Assistant Commissioner of Elections (Local Authorities Elections)</p>

	Division	Sub division	Objective of Division	Role	Officer accountable
5.	Legal, Investigation and Planning	Legal, Investigation Election Dispute Resolution Unit	Matters related to the enforcement of election laws in order to create a conducive environment to conduct free and fair elections Matters related to amendment of laws	Legal matters of the Election Commission Coordinating legal matters of the Election Commission Registration of political parties Preparing the list of recognized political parties annually and updating the changes in their parties Assets and liabilities declarations of officials of recognized political parties, obtaining annual audit reports Matters related to meetings with secretaries of political parties Publication of parties symbols of recognized political parties and other symbols not allocated to any party Matters related to Election Dispute Resolution Unit	Additional Commissioner of Elections (Legal) Assistant Commissioner of Elections (Legal) Legal Officer
		Research & Planning Record room and publications bureau Unit of Knowledge Management Media Unit	Establishment of a mechanism for planning, operations and evaluation for the Election Commission and research Planning and progress reviewing	Preparation of strategic plans Preparation of annual work plan and reviewing progress Preparation of annual work plan and reviewing progress of Election Commission Unit for management of knowledge, record room, Publications outlet Media coordination Matters related to publications/ periodicals of the Election Commission	Director (Research & Planning) Assistant Director (Research & Planning)

	Division	Sub division	Objective of Division	Role	Officer accountable
6.	Finance and management of financial assets	Finance	Establishment of an efficient, effective and accurate finance and asset management process to conduct free and fair elections	<p>Financial Planning Preparation of budget estimates</p> <p>Preparation of accounts and reports</p> <p>Issuing instructions on financial management</p> <p>Bank accounts payments to State officers</p> <p>Answering audit queries</p> <p>Co-ordination with financial committee</p> <p>Miscellaneous deposits accounts</p>	<p>Chief Financial Officer</p> <p>Chief Accountant</p> <p>Accountant (Payments)</p>
7.	Internal Audit		Establishment of an efficient effective internal audit mechanism to conduct free and fair elections	<p>Internal auditing in the head office of the Election Commission and in district offices, preparation and submission of reports</p> <p>Studying the matters and issues arising from internal audit reports and proposing suitable measures to rectify them.</p> <p>Intervening in the financial matters of the head office and district offices of the Election Commission and their internal controls and talking measures to rectify and to correct them</p> <p>A continuous monitoring and an independent survey and evaluation of the appropriateness and the volume of the internal appraisal is carried out and the institution is guided towards better management of public resources effectively</p> <p>Special task assigned by the Election Commission during election times to investigate into violation of election laws</p> <p>Join with the National Center for Elections Complaints Management during elections and carry out investigations</p>	<p>Commissioner General of Elections</p> <p>Chief Internal Auditor</p>

3.14 Photo Gallery

3.14.1 Discussions and special events in the preparation of the Participatory Strategic Plan 2022 - 2025



Discussion with the Chairman and members of the Commission on the preparation of the Participatory Strategic Plan - 2022-2025



Workshop at Golden Crown Hotel, Kandy for the district elections officers with consultants in preparing the Participatory Strategic Plan 2022-2025



Discussion to obtain views and suggestions of staff officers and heads of divisions in the Election Commission in the preparation of Participatory Strategic Plan 2022-2025



District workshop held in Jaffna to collect views and suggestions from stakeholder groups in the preparation of Participatory Strategic Plan 2022-2025



Workshop held in the Hambantota Urban Council auditorium to collect views and suggestions from stakeholder groups in the preparation of Participatory Strategic Plan 2022-2025



Workshop held in Ampara and Anuradhapura to collect views and suggestions from stakeholder groups in the preparation of Participatory Strategic Plan 2022-2025



Programme conducted to obtain views and suggestions from stakeholders such as women's groups, and representative groups of disabled voters to the preparation of Participatory Strategic Plan 2022-2025

3.14.2 Programmes implemented under the Participatory Strategic Plan 2017-2020



Programme of Empowering Youth for Democratic Leadership



Voters day programmes 2017



Awareness programme for women representatives elected at the Local Authorities Elections in the Colombo District



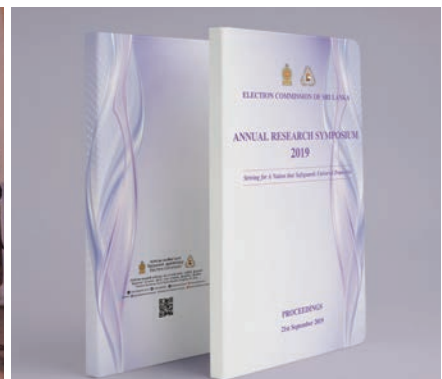
Youth Day Programme



Voters day programmes 2019



'Paura' short film festival and awarding of certificates - Tharangani Theatre in National Film Corporation



Annual Research Symposium 2019 - Centre for Banking Studies in Rajagiriya



Musical programme for the mental motivation of the staff of the Election Commission



Introducing new services to obtain information in the Electoral Register through computers/ mobiles



Special call centre established for the public



Workshop to introduce the stencil for the voters with impaired vision



Training workshop held for the officers of the Election Commission on election methodologies



Workshops held on Elections Dispute Resolution

3.14.3 Publications and Periodicals



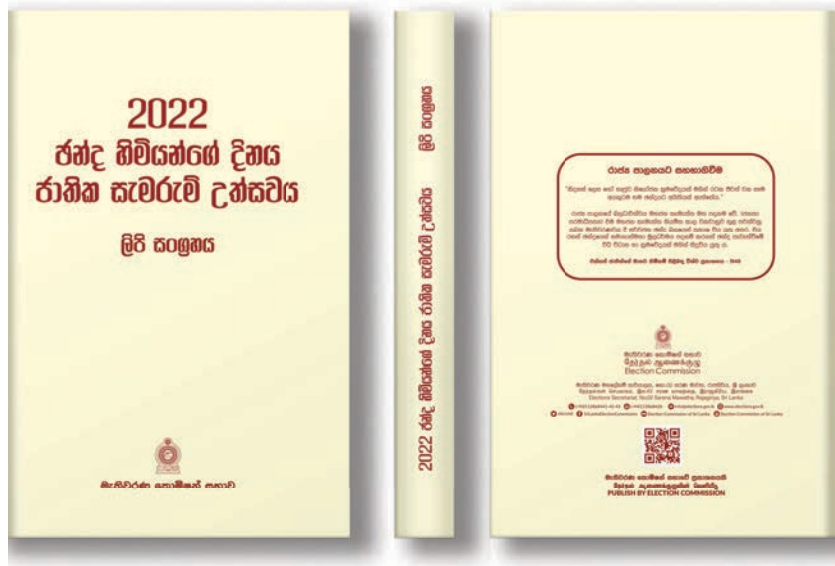
Research work



Kathiraye Balaya news bulletin



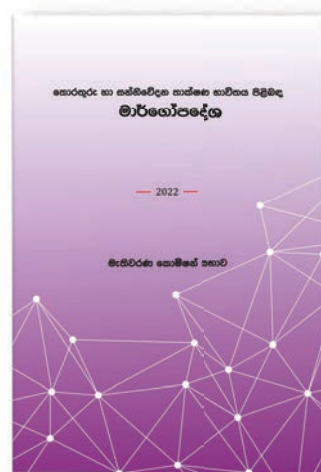
Year's Achievements (2020 - 2021 Annual Progress)



Voters day 2022



Election reports



Guidelines on the use of information and communication technology



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தேர்தல் ஆணைக்குழு
Election Commission

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தேர்தல் ஆணைக்குழுவின் வெளியீடு
PUBLISH BY ELECTION COMMISSION