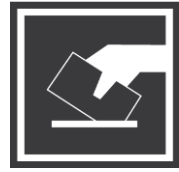
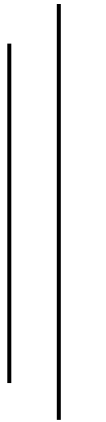


Election Commission, Nepal
Kantipath, Kathmandu



Third Five Year Strategic Plan (2019-2024)



Election Commission, Nepal
Kantipath, Kathmandu

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Acknowledgement

Since the fiscal year 2008/09, when the Election Commission, Nepal (ECN) started five-year plans to reform election management, the Commission has implemented two strategic plans. In this context, the endorsement and publication of this third five-year strategic plan (2019-2024), which incorporates the review and feedback from previously completed strategic plans, gives me immense joy.

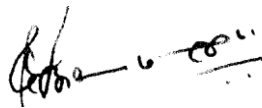
The achievements and outcomes attained through the implementation of the first and second strategic plans have been of great significance. They are in the areas of institutional strengthening and capacity development through the use of technology in election processes and procedures. This enabled ECN to conduct periodic elections in a fair, free, impartial, professional and credible manner, which has enhanced the image, prestige and credibility of the ECN at the international level and has established it as a competent constitutional body to manage elections. This was also confirmed by the two Constituent Assembly elections and the 2017 elections of the President, the Vice-president, the National Assembly, the House of Representatives, Provincial Assemblies and the local level elections as well as by the by-elections, that were all completed on time under the constitutional powers entrusted upon the Election Commission to organize, oversee, direct and regulate elections. However, there is still a need to make the ECN more competent, strong and capable by providing it with more autonomy in the areas of institutional, administrative, financial, management, accountability, and monitoring and evaluation sectors.

The Election Commission has taken serious note of the need for planned and continuous reforms in order to efficiently manage all the elections in a professional, transparent and credible manner, so as to guarantee free, fair, impartial, credible and cost-effective elections. In this regard, the third five-year strategic plan addresses the current issues of election management reforms by accepting the major norms of free, fair and impartial elections for strengthening of the democratic republic and promotion of good governance. The third five-year strategic plan is based on a review of the second five-year strategic plan, analysis of the current status of the ECN and the guiding principles that it has been following to date. It includes a long-term vision and five major strategic pillars: The Plan lays emphasis on institutional strengthening of the ECN, development of a technology-based electoral management system, election-related policy and legal reforms, proper management of political party registration and its regulations, and enhancement of coordination and collaboration in election management and civic education.

In order to ensure smooth implementation and achievement of the strategic pillars' results, the plan includes financial resources, a time-bound action plan, a

framework for monitoring, periodic review and evaluation, a risk assessment with mitigation measures and a logical framework. This, I believe, will maintain the ECN as a dynamic and active election management body with regular implementation of pre-election, election and post-election activities as per the electoral cycle. Considering the fact that the election is the medium that gives the people a real sense of democracy, and that the ECN is entrusted with the major responsibility of holding elections, I look forward to the support, coordination, partnership and participation of all in the implementation of the Third Five-Year Strategic Plan. As the foundation of a representative political system, elections form an activity of a distinctive nature. Therefore, election management bodies require sufficient resources, authority and responsibility to hold free, fair and credible elections. These constitutional bodies need to redefine their responsibilities and continue to transform themselves by adopting reforms as per the demand of the times. The periodic strategic plan is an important tool in this regard. Hence, the Third Five-Year Strategic Plan that the ECN has introduced will guide the Commission in ensuring that evidence-based policy making and plan-based election management reforms are more systematic, effective and result-oriented. I am also confident that this will contribute to achieve the Sustainable Development Goals and fulfil the need of a comprehensive document to study and analyse various aspects of election management.

I would like to extend my gratitude to the Strategic Plan Formulation and Resource Identification Committee Coordinator, Honourable Election Commissioner Mr. Ishwori Prasad Paudyal, and members who played an important role in the Committee formed by the ECN to formulate this strategic plan, for their hard work and dedication. I would also like to thank the Coordinator and the members of the Task Force formed under the leadership of the Joint Secretary at the ECN Secretariat for providing the necessary input to the Committee, and to the political parties, various ministries, development partners and all other stakeholders for their suggestions, comments and feedback at the request of the Commission to further refine the strategy. I am convinced that the implementation of this Strategic Plan will preserve the ECN's good practices and achievements and maintain the Commission as a capable and professional body that will further consolidate and strengthen the basis to institutionalise the Commission as a competent, strong and capable body.

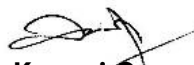


Dinesh Kumar Thapaliya
Chief Election Commissioner

Context of the Strategic Plan

With the completion of the second strategic plan period in mid-July 2019, the Election Commission prepared and started the implementation of its third five-year strategic plan from 17 July 2019. The Constitution of Nepal envisions fulfilling the aspirations for good governance, development and prosperity through the federal, democratic, republican system of governance.

This strategic plan has adopted “free, fair, impartial, credible and cost-effective elections” as its vision and has set out the strategic pillars of institutional strengthening of ECN, developing technology-based election management system, reforming policies and laws related to elections, organizing political party registration and regulation and increasing cooperation and coordination in election management and civic education. I believe that this strategic plan will succeed in developing ECN as a capable, competent, dynamic and credible constitutional body by fulfilling its constitutional and legal responsibilities as per the expectation of the stakeholders, while seizing the opportunities and overcoming the challenges. During the preparation of this strategic plan, positive and constructive advice, recommendations and guidance provided by all the stakeholders including government and public entities, political parties, the private sector, civil society, development partner organizations and the media were appreciated, and I hope that meaningful support will be provided by all the sectors in its implementation. Finally, I would like to extend special gratitude to the Honourable Chief Election Commissioner and Honourable Election Commissioners for their continuous guidance and feedback and special thanks to all personnel involved in the preparation of this strategic plan.



Dev Kumari Guragain

Secretary

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1. Background

The Nepal Government Act of 1948 made provisions, for the first time, for elected bodies and the right to vote as a fundamental right of citizens who reached the age of voting. The 1951 Interim Constitution of Nepal made provision of the Election Commission with the duties, functions and power to oversee, control and direct the work related to the preparation of the voter list, to hold elections and to form an election court to deal with election-related cases. According to the provisions of this Interim Constitution, the first election of the House of Representatives in Nepal was held in 1959.

The Constitution of the Kingdom of Nepal 1959 and Constitution of Nepal 1962 did not make provisions for an Election Commission as a constitutional body. The first amendment of the Constitution 1962 promulgated on 27 January 1967, made provisions for the formation, function, duties and authority of the Election Commission. The Constitution of the Kingdom of Nepal 1990 and the Interim Constitution of Nepal 2007 gave continuation to the provisions for the formation, function, duties and authority of the Election Commission, as well as made provisions for the appointment of the Chief Election Commissioner and Election Commissioners on recommendation of Constitutional Council. The Constitution of Nepal promulgated in 2015 encompassed the Election Commission, Nepal (ECN) as a constitutional body.

After the political change of 2006 and the country entering a new political context, the ECN had the responsibility to hold the Constituent Assembly Elections. The first Constituent Assembly election was successfully completed in 2008. After receiving feedback on the need to implement reform programmes through strategic plans for more fair, free and effective election management, the ECN developed and implemented its first five-year strategic plan (2009-2014) in 2009. During the implementation period, the second Constituent Assembly elections were held in 2013, and a voter list with photographs based on a biometric system was used. The first five-year strategic plan period ended in mid-July 2014 and the second five-year strategic plan (2014-2020) was prepared and implemented.

Duty, function and authority of the ECN as provisioned in the constitution and with the objectives of improving methods and procedures used in elections through the use of technology and preparing an accurate voter list, two strategic plans have been completed. With the successful implementation of the two previous five-year strategic plans, ECN succeeded in completing fair, free, impartial and credible elections with improvements in the election process and management.

After the promulgation of the Constitution of Nepal in 2015, the ECN successfully completed the federal, provincial and local level elections in 2017. The completion of these three levels of elections made way for fulfilment of the aspirations for sustainable peace, good governance, development and

prosperity through a federal, democratic, republican system of governance, and all the three levels of government are actively implementing the Constitution.

The sectoral concept, goals, objectives, strategies and working policies related to elections, which were included for the first time in the Fifteenth Periodic Plan (2019-2024), have been adopted as the fundamental basis for formulating this strategic plan. This third five-year strategic plan (2020-2024) has been approved and is being implemented on the basis of learning, experience and achievements from the implementation of the first and second strategic plans, the review of the three levels of elections held in 2017, recommendations received from political parties and stakeholders during different interactions organized by the ECN and experiences from election processes and systems used internationally.

2. Review of the Second Strategic Plan

The second strategic plan of ECN (2014-2019) covered the period from mid-July 2014 to mid-July 2019. As per its workplan, this strategic plan included 18 goals and 126 activities under four strategic pillars. Reviewing the implementation of that plan, 39 out of 126 activities were implemented fully, while 61 were implemented partially and 26 could not be implemented.

During the second strategic plan period, the local level, Province Assembly, Federal Parliament, Presidential and Vice-Presidential Elections were successfully conducted by providing voter identification cards with Quick Response (QR) codes to the voters. Important work completed in this period includes the use of information technology in election management, enhancement of professional capacity and competence of the ECN, expansion of mutual cooperation and support among South Asian election management bodies, exchange of knowledge and experiences with other agencies involved in election management, and the improvement of the internal communication system between the Commission and the Secretariat.

During this period, important achievements were accomplished, such as carrying out continuous, special and mobile programmes for voter registration and update with photos of all the individuals eligible to be voters after the reform in the election law as per the Constitution; broadcasting of election-related education and information through radio and television programmes; establishment of regional electoral education and information centres for the purpose of voter education; expansion of mobile voter education programmes; implementation of inclusion programmes to increase the political representation of Dalits, women, indigenous groups, Madhesi and other target groups; use of an event tracking system during the election period; drafting and implementation of procedures for institutionalizing provisions of risk management; along with the modernization

of election operations and management. Under the institutional strengthening of the ECN, it achieved significant infrastructure development with the construction of District Election Office buildings in 16 districts. ECN has made important achievements such as drafting and adopting a Gender Equality and Social Inclusion policy and the development of software for the management of election-complaint expenses as well as software for electoral dispute resolution.

The activities that were discussed but could not be implemented during the period were the establishment of a South Asian Institute for Democracy and Election Studies (SAIDES), the provision of a “none of the above” (NOTA) option on the ballot paper, effective compliance with the election code of conduct, the use of electronic voting machines (EVM) and the exercise of the right to vote by Nepali citizens abroad.

For the drafting of the third five-year strategic plan and preparation of its work plan, a committee was formed under the coordination of Honourable Election Commissioner, Ishwori Prasad Paudyal. A sub-committee coordinated by the Head of the Administration Division of the ECN Secretariat was formed to support the committee. It comprised representatives from the Office of the Prime Minister, the Council of Ministers and the National Planning Commission Secretariat.

This third five-year strategic plan (2019-2024) has been prepared on the recommendations and advice received from the review of the second five-year strategic plan, recommendations received from the review of the elections conducted in 2017, the Fifteenth Periodic Plan’s approach paper and the guidance received from the high-level interaction programme convened by the Right Honourable President. The topics in this strategic plan have been included as per the guidance received during the high-level interaction programme attended by the Right Honourable President, the Right Honourable Prime Minister, the leaders and representatives of different political parties and other dignitaries. After the preparation of the draft of the third five-year strategic plan, it was circulated among all the political parties, concerned government agencies and development partner organizations of the ECN for their opinion, recommendations and response. The draft plan was posted on the ECN website for collecting opinions, recommendations and responses from concerned organizations and the general public. The opinions, recommendations and responses received through letters and the website were incorporated. The ECN is certain that this strategic plan will determine the future direction for preserving and promoting the achievements that the ECN has made. Likewise, the ECN is confident in the effective implementation of this strategic plan as high-level commitments have been received. The recommendations received from discussions and interactions with officials and staff of ECN and its field offices, and with other stakeholders have been taken as the basis for drafting the third five-year strategic plan.

3. Situation analysis

The analysis of the strengths, weaknesses, opportunities and threats (SWOT) of ECN showed the following:

Strengths

- The Preamble of the Constitution of Nepal has provisioned the management of the adult voting rights and periodic elections, and ECN has the constitutional responsibility of election management,
- ECN is a constitutional body has responsibility for all work related to elections management and the function, duties and powers of ECN has determined by the constitution,
- Provisions of necessary legal arrangements required for the functioning of ECN as well as presence of thematic policies, strategies and periodic plans,
- Long procedural, institutional and functional experience in election management with credible electoral work procedures,
- Relations with foreign agencies involved in election management has extended and continued support and goodwill from development partner organizations has been achieved,
- Institutional structure of ECN from federal to district level,
- Increasing use of information technology in election management,
- Gender and inclusion adopted in all stages of the electoral cycle,
- ECN is capable in playing a leading role and in effective coordination of all the political parties and other stakeholder organizations and agencies for election-related work.

Weaknesses

- Insufficient coherence between the strategic plan and annual programme budget formulation and implementation,
- Most of the District Election Offices not having their own office building and insufficient necessary physical facilities,

- Institutional documentation of ECN is weak due to ineffective record management,
- Lack of effective implementation of pre-election and post-election activities as per the electoral cycle,
- Coordination and relationships with governmental and other agencies have not been effective,
- Province-level coordination has not been effective since no province-level ECN offices have been established,
- Training, reward, encouragement and sanction for human resources involved in election work have not been managed effectively,
- There are no provincial and local level mechanisms for effective compliance of monitoring of election code conduct,
- No separate code of ethics has been developed for commissioners and staff of ECN,
- Lacking to make the ECN monitoring and evaluation approach objective and result-oriented,
- Inability to sufficiently use information and communication technology (ICT) in election management,
- Failing to conduct detailed studies on topics related to various aspects of elections, such as campaign financing and voting rights of Nepalese living abroad,
- Inability to make the voter list details completely error-free,
- Failing to regulate and monitor political finance and campaign expenses effectively,
- Inefficiency to conduct the programmes on voter education, awareness raising, mock polling, experience sharing and capacity enhancement in a systematic and extensive manner,
- Opportunities for staff on training, study visits and exposure related to election management, and inability to fully utilize all the opportunities provided from abroad,
- Failing to update the voter registration software in a timely manner,

Opportunities

- Increasing public interest and concern regarding the importance and value of elections,
- Commitment of political parties to periodic elections,
- Support and coordination received in election from the Government, development partner organizations and all other stakeholders,
- Positive outlook of all the stakeholders including political parties, the general public, media, national and international election observation organizations and civil society towards ECN on election management related functions,
- Ability of ECN to earn trust from political parties on overall electoral management,
- Environment to use innovative technologies of ICT in election management,
- Existence of a situation where number of invalid votes can be brought to zero, and speeding up the voting and vote counting with the use of electronic voting machines (EVM),
- ECN's professionalism enhancement through cooperation and experience sharing with international election management bodies and organizations such as the Forum of Election Management Bodies of South Asia (FEMBoSA),
- ECN has been able to enhance its image at the national and international level,
- ECN is in a position whereby it can increase the fairness, impartiality and credibility of elections,
- Growing encouragement and motivation of stakeholders towards democracy and elections,
- Availability of human resources experienced in conducting elections throughout the nation.

Threats and Challenges

- Total independence and autonomy of ECN as per the Constitution and law,
- Creating a conducive environment to hold elections by making provisions for election schedule of periodic elections in the Act,
- Decentralizing the functions of ECN to the local level as well as implementing ECN activities through provincial and local governments with a sense of ownership,
- Making the elections cost-effective which is bearable by the national economy thereby reducing electoral related expenses ,
- Gradually reducing dependence on support from development partners,
- Making common people aware of the election process and motivate them through outreach to target groups and the general public using intensive, regular and effective voter education, electoral education and public awareness programmes,
- Minimizing the invalid votes significantly in elections significantly,
- Motivating and retaining staff with specialized knowledge, skills, experience and capacity in election management in ECN,
- Expanding the use of mass media and social media in the election process and regulating and controlling hate speech through the election code of conduct,
- Designating safe, organized and voter-friendly polling stations,
- Ensuring the voting rights of Nepalis living abroad.

4. Guiding principles

4.1 Autonomy

The Election Commission is a constitutional body. The commission expects guarantee of administrative, financial and fiscal, functional, procedural and practical autonomy in election management.

4.2. Impartiality

ECN ensures impartiality and equal treatment of all the political parties, candidates, individuals, organization, genders, ethnic groups and individual organizations while performing its tasks such as conducting, overseeing, directing and controlling election and preparing voter lists

4.3. Inclusion

Participation of women, Dalits, indigenous ethnic groups, Khas Arya, Madhesis, Tharus, Muslims, people from disadvantaged areas, persons with disabilities, minorities and other communities will be ensured in election. The organizational structure of ECN, human resource management and policies and activities will be guided by the principle of proportional inclusion as per the Constitution.

4.4. Accountability

Commission will always be committed and accountable to fulfil the constitutional duties by utilizing maximum of available resources while being responsible as per the Constitution and laws. The activities and achievements in the course of fulfilling its role will be reviewed and necessary arrangements will be made for implementation.

4.5. Transparency

The decision-making process and performance outcomes of commission will be transparent. Access to all stakeholders on the performance outcomes will be ensured through its website and mass media.

4.6. Service delivery

The services provided by ECN will be prompt, simple, of good quality and voter and client-friendly. ECN will always be conscious about making its services easily accessible to the general public.

4.7. Professionalism

ECN will enhance its professional capacity and integrity by acquiring and developing human resources who are competent, efficient, motivated, ethically and professionally committed and embrace the norms and values of elections.

4.8. Credibility

ECN will strengthen mutual trust with all the stakeholders, the national and international community, including the Government, through regular coordination and cooperation, by demonstrating professional competency and efficiency in election management as per the established norms, values and principles of elections.

4.9. Cost-effectiveness

All the activities related to election management carried out by ECN will be economic and cost-effective. Election-related expenses made by political parties and candidates will be effectively regulated by ECN through the establishment and operation of appropriate mechanisms.

4.10. Coordination and cooperation

ECN will promote coordination and cooperation by maintaining good relationships with internal and external stakeholders for the implementation and operation of all the activities of electoral cycle in a systematic way.

4.11. Coordination and relationships

ECN will coordinate, cooperate and maintain relations with all the stakeholders including the Government of Nepal, the legislative parliament, the judiciary, provincial governments, local governments, political parties and civil society for improvements in the ECN organizational structure, electoral laws, policy making, election management and the improvement of electoral process.

4.12. Proactivity

ECN will always be proactive to stay up-to-date, through timely improvement of election management and service delivery, organizational development, internal work procedures and organizational structures.

4.13. Innovation

ECN will emphasize studies, research, development and innovation of issues related to elections for the improvement of election management. New knowledge, skills, practices, learning and experiences gained in election-related issues from the national and international level will be gradually adopted and embraced.

5. Framework of Strategy

5.1. Vision:

Fair, free, impartial, credible and cost-effective elections.

5.2. Mission:

Conducting periodic elections in a professional, efficient, transparent and credible manner by establishing ECN as an autonomous, capable and strengthened institution.

5.3. Goal:

To contribute to strengthening democracy and promoting good-governance by providing opportunity to the citizens to freely use their voting rights through fair, free, impartial, credible and cost-effective elections.

5.4. Objectives:

1. To accomplish elections in a fair, free, credible, transparent and cost-effective manner.
2. To increase participation of citizen and coordination and cooperation of stakeholders in elections.
3. To increase institutional capacity and professional skill of ECN.

6. Strategies and Working Policy

6.1. Strategies

The following strategies have been identified for the third five-year strategic plan of ECN:

1. Institutional strengthening of ECN,
2. Improvement of election management and development of election process based on technology,
3. Reforms of election related law and policies,
4. Management of political party registration and surveillance as per the Constitution and laws,

5. Augment coordination and collaboration on election management and civic education.

6.2. Working Policies/Activities

The 53 working policies identified under the five strategies of third five-year strategic plan of ECN are as follows:

Strategic Pillar 1: *Institutional strengthening of ECN*

Working Policies/Activities

- 1.1. ECN shall undergo organizational restructuring.
- 1.2. The capacities of human resources shall be enhanced.
- 1.3. A code of ethics for officials and staffs of ECN shall be prepared and implemented.
- 1.4. The physical infrastructure of ECN and its field offices shall be built and improved.
- 1.5. Important documentation and data shall be managed by developing a unified portal.
- 1.6. The data center of ECN shall be strengthened.
- 1.7. The Electoral Education and Information Centers shall be expanded to the provincial level.
- 1.8. Foreign aid shall be mobilized within the framework of national policy.
- 1.9. Affiliations with international organizations shall be expanded.
- 1.10. Use of papers shall be gradually reduced in the ECN and its field offices.
- 1.11. Standards and procedures for development and use of human resources shall be prepared in order to conduct elections.
- 1.12. Old documents and information related to elections shall be preserved by creating an archive.

- 1.13. Results-based monitoring and evaluation system shall be developed and implemented.

Strategic Pillar 2: Development of technology based electoral process and improvement of election management

Working Policy/ Activities

- 2.1. An online voter registration and updating system shall be adopted.
- 2.2. The website and mobile applications shall be continuously operated with timely modifications and updates.
- 2.3. The voter registration system shall be gradually linked with the national identity card system.
- 2.4. Polling centers shall be reviewed and linked with the GIS system.
- 2.5. A periodic election plan and calendar shall be prepared and implemented.
- 2.6. Standards shall be determined and gradually decentralized.
- 2.7. Election management shall be made cost-effective gradually.
- 2.8. Election-related risk management shall be made more effective.
- 2.9. The use of electronic voting machines shall be gradually increased in the voting process.
- 2.10. Vote counting at polling stations will be introduced.
- 2.11. An electronic system which provides real time information flow between ECN and its field shall be developed and operated.
- 2.12. The use of media and social media in elections shall be made more systematic and effective gradually.

Strategic Pillar 3: Reform of election-related policy and law reforms

Working Policy/Activities

- 3.1. A national policy on elections shall be formulated.
- 3.2. Election Commission Act shall be amended as per requirements.
- 3.3. An integrated election law shall be formulated.
- 3.4. Political Party Registration and Regulation law shall be amended.
- 3.5. Legal arrangements shall be made for voting rights of Nepalese citizens living abroad.
- 3.6. Directives and procedures related to elections shall be formulated and amended.
- 3.7. A code of conduct for staff and stakeholders, including individuals and organizations involved in elections shall be prepared and enforced.
- 3.8. An electoral dispute resolution procedure shall be drafted and implemented.

Strategic Pillar 4: Management of political party registration and regulation as per the Constitution and laws

Working Policies/Activities

- 4.1. Political Parties registration and management of their record keeping shall be made systematic by using information technology.
- 4.2. An appropriate mechanism will be set up for effective coordination between ECN and political parties.
- 4.3. Initiatives will be taken to determine the criteria and process of funding to political parties from the state treasury.

- 4.4. Records of electoral expenses and fund management of the political parties shall be managed by developing a technology-based system.
- 4.5. The compliance of the election code of conduct shall be made effective by developing a surveillance system of an Election Code of Conduct Oversight System.
- 4.6. A self-assessment system for political parties shall be developed.
- 4.7. An integrated and updated record keeping system of elected representatives shall be prepared.
- 4.8. The inter-relationship between the commission officials, political parties and other stakeholders of elections shall be strengthened.

Strategic Pillar 5: *Increase in coordination and collaboration on election management and civic education*

Working Policies/ Activities

- 5.1. The participation of colleges, schools, political parties, local level governments, non-governmental organizations, community organizations, cooperatives, the private sector and civil society shall be increased in electoral and voter education.
- 5.2. Coordination and collaboration with the province and local level shall be increased in election management.
- 5.3. Public welfare advertisement of the Government shall be used for dissemination of ECN campaign materials.
- 5.4. Election and civic education will be incorporated in public training centers in their thematic training class.
- 5.5. Gender equality and social inclusion shall be increased in the election process.

- 5.6. The roles of stakeholders shall be identified in the election processes, coordination and collaboration shall be conducted accordingly.
- 5.7. Initiatives shall be taken for the inclusion of election-related topics in competitive exams of the public and private sector, including civil service exams.
- 5.8. Coordination and collaboration among non-governmental organizations and other agencies involved in election-related issues shall be promoted.
- 5.9. Preparation and distribution of information, education and communication materials shall be arranged for public awareness for elections.
- 5.10. New knowledge, skills and good practices on election related matters developed at the national and international level shall be studied and research shall be conducted, disseminated and published.
- 5.11. Voter registration and updates of voters shall be conducted in coordination with the local level.
- 5.12. Election monitoring and observation shall be made systematic and effective.

6.3. Work Plan/Activities (2019-2024)

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
Strategic Pillar 1: Institutional strengthening of ECN											
Working Policy 1.1.: Restructuring of ECN organization modified											
1.1.1	Modification of the organizational structure of ECN adapting it to the federal structure by means of Organization and Management (O&M) Survey	GoN	Administrative Division						5	Organizational structure in place	1
1.1.2	Establish provincial election offices in all the provinces	GoN	Administrative Division						350	Establishment of 7 Provincial Election offices	1
1.1.3	Arrangement of election correspondent and staff in all local level for coordination of voter registration, electoral education and other works	- GoN - Ministry of Federal Affairs and General Administration (MoFAGA)	- Administrative Division - Election Offices - All local levels				Continuous		20	Arrangements of election correspondents properly in 753 local levels.	1, 2, 10, 12
Working Policy 1.2.: Human resources capacity shall be enhanced.											

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
1.2.1	Directives for capacity development of training and orientation shall be prepared and implemented.	Electoral education and training section	- Administration Division - Planning, Monitoring and Foreign Relations Section					Continuous	10	Directive Updated	1, 8
1.2.2	Organizing training and orientation programmes for staff of ECN and its field offices and election correspondents persons at the local level	Electoral education and Training Section	Planning, Monitoring and Foreign Relations Section					Continuous	500	- No. of trainings conducted - No. of orientations conducted - No. of trained staff - No. of staff oriented	1, 2, 8
1.2.3	Collection of details of trained human resources on election and prepare digital record of their in order to use these human resources as resource persons in different trainings conducted by	Electoral Education and Training Section	Planning, Monitoring and Foreign Relations Section					Continuous	10	Digital record of electoral human resources.	2, 3

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
	ECN										
1.2.4	Adopt performance-based reward system for staff of ECN, its distinct offices, Returning Officers and staff deployed during elections.	GoN	Administrative Division					Continuous	5000	- Developed procedure - No. of staff receiving reward amount - Spent amount	1
1.2.5	Prepare and adopt criteria for selection of staff for study, training or exposure visits	Administrative Division	Planning, Monitoring and Foreign Relations Section					Continuous	5	- No. of staff participated in study/exposure/ visits - Progress report	6, 12
Working Policy 1.3.: A code of ethics for official's staff and ECN shall be prepared and implemented.											
1.3.1	Prepare and enforce code of ethics for ECN officials and staff.	Law, Rules and Decision Implementation Section	Planning, Monitoring and Foreign Relations Section					Continuous	5	Approved Code of Ethics for officials and staff	6
Working Policy 1.4.: ECN and its field offices physical infrastructure shall be built and improved.											
1.4.1	Repair and maintenance of buildings of ECN and its offices.	Administrative Section	Planning, Monitoring and Foreign Relations Section					Continuous	500	No. of repaired buildings	1

Working Policy 1.5.: Important documentation and data shall be managed by developing a unified portal.

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
1.5.1	Develop an on top service (OTS) software for opening all the software being used in ECN from one portal by integrating them including Integrated Election Information Management System (IEIMS)	Administrative Division	ICT Section						50	On top service software will have been developed	1, 3
1.5.2	Upgrading of mobile applications which can provide all types of information related to elections.	Administrative Division	ICT Section		Continuous				15	Upgraded Mobile Apps	1, 3
1.5.3	ECN library management shall be made prompt and organized by the use of ICT.	Electoral Education, and Training Section, Administration Section	ICT Section Administration Section		Continuous				20	Prepare and use of library management software.	1, 3
1.5.4	Develop and implement procedure of receiving and resolving online complaints regarding the works preferred by ECN.	ICT Section	Administration Section			Continuous			10	System is developed and applied.	1, 3

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
Working Policy 1.6. ECN data center shall be strengthened.											
1.6.1	Upgradation of existing server infrastructure	Administrative Division	ICT Section						1200	• Server Infrastructure is based on Hyper Converged Infrastructure (HCI) technology • Load balancer • Firewall • San storage • Database Licensed • Data centre Room	1, 3
1.6.2	Data Backup in coordination with National Information Technology Centre.	Administrative Division	• Administration Section • National Information Technology Centre		Continuous				0	• Data Backed up at National Information Technology Centre	5
1.6.3	Establish intranet connectivity for management of data	Administrative Division	ICT Section Province Election Office and			Continuous			50	• No. of offices with Intranet Connectivity	1, 3

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
	transfer/ data sharing between ECN and its offices.		District Election Office								
Working Policy 1.7. The Electoral Education and Information Centers shall be expanded to the province level.											
1.7.1	Establish and operate EEICs in province election offices of Province 1, 2, Bagmati, 5 and Karnali.	Electoral Education and Training Section	Administration Section				Continuous		200	• No. of established EEICs	1, 2, 3, 5
1.7.2	Timely upgrade of EEICs in operation.	Electoral Education and Training Section	Administration Section				Continuous		50	• No. of upgraded centres	1, 3
1.7.3	Conduct electoral education in community schools through Mobile EEIC	Electoral Education and Training Section	Administration Section Election Office of concerned Province				Continuous		25	• No. of beneficiaries from Mobile EEIC	1, 2, 5
Working Policy 1.8. Foreign aid shall be mobilized within the framework of national policy.											
1.8.1	Develop procedure for effective mobilization of foreign aid in election management.	Planning, Monitoring and Foreign Relations Section	Administration Section						5	• Foreign aid mobilization procedure in approved election management	1

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
1.8.2	Receive and mobilize foreign aid as per the International Development Aid Mobilization Policy of GoN	Planning, Monitoring and Foreign Relations Section	Administration Section		Continuous				0	• Details of received and mobilized support	5, 8
Working Policy 1.9. Affiliations with international organizations shall be expanded											
1.9.1	Continuation relation and partnership with international organizations related with ECN.	Planning, Monitoring and Foreign Relations Section	Administration Section		Continuous				150	• No. of organization where continued	1, 8
1.9.2	Identify, coordinate and cooperate with new development partner organizations.	Planning, Monitoring and Foreign Relations Section	Administration Section		Continuous				10	• Partner organizations with whom relation is expanded	1, 7, 8
1.9.3	Expand relation with regional and international organizations related with election management.	Planning, Monitoring and Foreign Relations Section	Administration Section		Continuous				20	• Organizations with whom affiliations expanded.	1, 7, 8

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
1.9.4	Expand relations and coordination with Election Management Bodies (EMB) of different countries.	Planning, Monitoring and Foreign Relations Section	Administration Section					Continuous	50	• EMB with whom relations are expanded	1, 7, 8
Working Policy 1. 10. Gradual reduction of paper use in ECN and its district offices.											
1.10.1	Use of internal memo in general nature of divisions.	ECN Secretariat and District Election Office	ECN					Continuous	25	• Decision of ECN	1, 3
1.10.2	Prepare email id for all the staff and use them.	ICT Section	Administrative Section					Continuous		• Decision of ECN	1, 3
1.10.3	Adopt procedure on use of electronic communication and jurisdiction.	ICT Section	Information System Section					Continuous		• Decision of ECN	1, 3
1.10.4	Establish electronic networking between ECN and its offices.	ICT Section	Information System Section					Continuous		• Decision of ECN	7
1.10.5	Use Email in correspondences of Divisions, Sections and other entities under ECN.	ICT Section	Administration Section					Continuous		• Decision of ECN	7, 12
1.10.6	Disseminate ECN decisions by digital technology.	ICT Section	Administration Section					Continuous		• Decision of ECN	7, 12

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S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
1.12.1	Collect clean and comprehensive voter lists and lists of candidate and election officials.	Voter List and Election Operation Section	Administration Section					Continu ous	5	• Collected details	3, 7
1.12.2	Archive the classified details with prioritization.	Voter List and Election Operation Section	ICT Section					Continu ous		• Archived details	3, 7
1.12.3	Archive important decisions, documentations, data and reports of ECN and protect them.	ICT Section	Information System Section					Continu ous		• Archived details	3, 7
Working Policy 1.13. A results-based monitoring and evaluation system will be developed and implemented.											
1.13.1	Identify results-based monitoring and evaluation (M&E) indicators.	Planning, Monitoring and Foreign Relations Section	Administration Section						5	• M&E procedure with approved indicators • M&E report	1
1.13.2	Prepare and adopt	Planning,	Administration					Continuous	5	• Approved	1

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
	monitoring form to maintain uniformity in monitoring reports	Monitoring and Foreign Relations Section	Section							monitoring form	
1.13.3	Prepare integrated report by combining monitoring reports with information system reports.	Planning, Monitoring and Foreign Relations Section	Information System Section					Continuous	20	- No. of combined monitoring reports with information system reports - Annual M&E report	1, 3
1.13.4	Prepare quarterly reports of election-related activities performed by local level, Area Administrative Office and District Administrative Office.	Voter Registration and Election Operation Section	Planning, Monitoring and Foreign Relations Section Election Offices					Continuous	0	No. of monthly and annual reports	5, 1, 0
Strategic Pillar 2: Improvement of election management and development of election process based on technology											
Working Policy 2.1. An online voter registration and updating system will be adopted											
2.1.1	Conduct yearly voter registration and update programme and consider	Voter Registration and Election	Election Offices, ICT Section					Continuous	12500	Approved yearly final voter list	1, 2, 5, 10

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
	mid-April as cut-off date for final voter list.	Operation Section									
2.1.2	Arrange for providing an ECN badge with message in the approved format to the registered new voters who completed 18 years every year.	Administration Section	ICT Section				Continuous		50	• Yearly	1
2.1.3	Develop a system for online voter registration list and update.	Information System Section	Voter Registration and Election Operation Section / Election Offices				Continuous		250	• Developed online over registration system	1,3
2.1.4	Use social media for increasing citizen participation in voter registration and update process.	Information System Section ICT Section	Voter Registration and Election Operation Section / Election Offices				Continuous		200	• Details of used social media	1, 3
2.1.5	Prepare guideline for voter registration.	Voter Registration and Election Operation Section	Law, Rule and Decision Implementation Section						5	• Approved voter registration guideline	1

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
2.1.6	Disseminate information about voter registration through mobile apps / SMS, social media and other public information materials.	Voter Registration and Election Operation Section	Information System Section		Continuous				100	- No. of Mobile Apps users - No. of SMS	1, 3
Working Policy 2.2. The website and mobile applications will be continuously operated with timely modifications and updates.											
2.2.1	Regular update of ECN website and mobile apps.	ICT Section	Administration Section		Continuous				25	Updated website and mobile apps of ECN	1, 3
2.2.2	Appoint a person for regular updates.	Administration Section	ICT Section		Continuous					Details of responsible person	2
2.2.3	Regularly disseminate ECN materials, decisions that need to be made public, notices, information, and other messages through website and apps and collect feedback.	ICT Section	Administration Section		Continuous					Details of responsible person	2
Working Policy 2.3. The voter registration system will gradually be linked with the national identity card system.											
2.3.1	Obtain the details of	Voter	Ministry of Home					50	Discussions/consu	1, 5	

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
	citizens having National ID and prepare voter list.	Registration and Election Operation Section	Affairs Information System Section							Itations with GoN • Legal Provisions • No. of systems developed	
2.3.2	Generate the National ID a basis for voter identity.	Voter Registration and Election Operation Section	Law, Rule and Decision Implementation Section						10	• Legal Provision	1, 5, 6
Working Policy 2.4 Polling centres will be reviewed and liked with the GIS system.											
2.4.1	Formulate guideline to polling centers with minimum physical infrastructure standards.	Voter Registration and Election Operation Section	Law, Rule and Decision Implementation Section						10	• Approved Guideline	1, 6
2.4.2	Review of polling centres.	Voter Registration and Election Operation Section	Law, Rule and Decision Implementation Section						500	• No./details of reviewed polling centres.	1, 5, 9, 10
2.4.3	Work in coordination with concerned local level for upgrading polling centres which do not meet the	Voter Registration and Election Operation	Election Offices						10	• List of polling centres not meeting the standard	1, 5, 9, 10

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
	standards.	Section								Details of correspondence or discussions held with concerned local level for upgradation	
2.4.4	Update the data related to Polling Centre Master List (PCML) using GIS	Voter Registration and Election Operation Section	Information System Section						100	- No. of polling centres with GIS/GIS data collected. - List of Polling Centre Master with updated data	1, 2, 3
2.4.5	Link polling centre details with information system.	Information System Section	Voter Registration and Election Operation Section						10	Developed system	1, 3
2.4.6	Make provisions to know about one's polling centre using mobile app.	Information System Section	Voter Registration and Election Operation Section						5	Developed system	1, 3

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
Working Policy 2.5. A periodic election plan and calendar will be prepared and implemented											
2.5.1	Prepare Election Operation Plan for all levels.	Voter Registration and Election Operation Section	Law, Rule and Decision Implementation Section						5	• Approved Election Operation Plan	1, 7
2.5.2	Prepare periodic election calendar for all levels.	Voter Registration and Election Operation Section	Administration Section						5	• periodic election calendar for all levels.	1, 7
2.5.3	Inform political parties and other stakeholders about election operation plan and election calendar.	Voter Registration and Election Operation Section	Administration Section						5	• No. of discussions held with political parties and stakeholders	1, 7
Working Policy 2.6. Standards will be set for election materials and material management will be gradually decentralized.											
2.6.1	Draft a Guideline with criteria for election materials management (including procurement, storage, dissemination, use, retrieval, reuse and disposal).	Administration Section	Voter Registration and Election Operation Section						5	• Approved election materials	1,7

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
2.6.2	Review/ re-evaluate the electoral materials used in polling centres.	Voter Registration and Election Operation Section	Administration Section					Continuous	10	- Report of reviewed election materials - List of materials marked unnecessary and disposed.	1
2.6.3	Manage election materials for elections from election offices except for very sensitive materials.	Administration Section	Election Offices					Continuous	00	- List of sensitive and less sensitive materials - List of materials to be arranged from Election Offices	1, 12
2.6.4	If possible, arrange for materials that need to be imported from foreign aid.	Planning, monitoring and Foreign Relations Section	Finance Ministry Administration Section						00	List of materials that need to be imported Details of materials that need are imported	1, 8
2.6.5	Collect recommendations on printing of ballot papers at district and	Voter Registration and Election	Administration Section						10	Reception of study report and implementation	1, 5, 9, 12

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
	province level and implement accordingly.	Operation Section									
Working Policy 2.7. Election management will be gradually made cost-effective.											
2.7.1	Conduct study for minimizing election cost incurred by political parties and candidates.	Voter Registration and Election Operation Section	Political Party Management Section						20	• Study report	1, 9
2.7.2	Study, discussion and interaction on improvement of electoral system.	Voter Registration and Election Operation Section	Political Party Management Section				Continuous			• Details and report of discussion and interaction.	1, 9
2.7.3	Study and implement cost minimization in per voter cost in election management.	Voter Registration and Election Operation Section	Administration Section, Political Party Management Section				Continuous		20	• Study report, details of measures taken by ECN • Approved policy	1, 5, 7, 9, 10, 12
2.7.4	Update and implement guideline for human resource mobilized in polling centres.	Voter Registration and Election Operation Section	Administration Section				Continuous		5	• Updated guideline	1

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
2.7.5	Authorize District Election Offices to release budget for district level expenses during elections.	Financial Administration Section	Voter Registration and Election Operation Section					Continuous	00	- Financial guideline - Authority to budget release and expense	1, 5, 12
Working Policy 2.8. Election-related risk management will be made more effective.											
2.8.1	Prepare procedure for collecting risk factors and incident details for election-related risk management, map and analyse risk on this basis.	Information System Section	Voter Registration and Election Operation Section					Continuous	5	- Approved procedure - Details of risk mapping and analysis	1, 6
2.8.2	Make Information management effective by using SMS, mobile apps, and event tracking system for Presiding Officers during elections.	Information System Section	Voter Registration and Election Operation Section					Continuous	10	- No. of SMS - No. of mobile Apps users - No. of details received by event tracking system	1,3

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
2.8.3	Formulate procedure for Joint Election Operation Centre (JEOC) and call centre operation	Administration Section	Law, Rule and Decision Implementation Section					Continuous	5	Approved Operation Procedure for JEOC and Call Centres.	1
2.8.4	Coordinate with all security agencies to develop and use an Electoral Security Index.	Administration Section	Home Ministry, Defense Ministry, And other Security Agencies					Continuous	10	- Discussion/interaction with security agencies - Approved Electoral Security Index	1, 5
Working Policy 2.9. The use of electronic voting machines will be gradually increased in the voting process.											
2.9.1	Consult with political parties about the use of EVMs.	Voter Registration and Election Operation Section	Political Party Management Section, ICT Section					Continuous	10	- Interaction/consultation programmes with political parties - Report with recommendations	1, 9, 12
2.9.2	Study on alternatives to EVMs.	ICT Section	Voter Registration and Election Operation Section						10	Study report	1, 9, 12

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
2.9.3	Study the possibility developing and manufacturing EVMs within the country.	ICT Section	Voter Registration and Election Operation Section					Continuous	10	• Study report	1, 9, 12
2.9.4	Use of EVMs gradually in election.	ICT Section	Administration Section						50000	• Use of EVM	1, 8, 9
2.9.5	Develop and implement operational manual for the use of EVMs.	ICT Section	Voter Registration and Election Operation Section / Law, Rule and Decision Implementation Section						5	• No. of polling centres using EVMs	1
2.9.6	Encourage and provide required technical support to use EVMs in organization of political parties, public sector entities, Professional organizations and offices	Administration Section	ICT Section						00	• Organizations using EVMs.	3, 5

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
	of elected representatives.										
Working Policy 2.10. Vote counting at polling stations will be introduced.											
2.10.1	Receive consent from the political parties after discussion for counting of votes in polling stations.	Voter Registration and Election Operation Section	Political Party Management Section					Continuous	10	Discussion programme with political parties and its report	1,9, 12
2.10.2	Develop vote-counting standard and procedure.	Voter Registration and Election Operation Section	Political Party Management Section						5	Prepared vote-counting standard.	6, 9
2.10.3	Count votes in polling station following standards and Consulting with security agencies.	Voter Registration and Election Operation Section	Political Party Management Section					Continuous	00	No. of polling centre where vote-counting took place.	5, 9
Working Policy 2.11. An electronic system will be developed and operated to allow real-time information flow between ECN and its field offices.											
2.11.1	Software development	ICT Section	Information System Section					Continuous	100	Developed software	1, 3, 7
2.11.2	Arrange and operate electronic materials.	Information System Section	Administration Section					Continuous		Details of	3, 7

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
										materials and their operation.	
Working Policy 2.12. The use of media and social media in elections will gradually be made more systematic and effective.											
2.12.1	Prepare procedure and standards.	ICT Section	Administration Section/ Law, Rule and Decision Implementation Section					Continuous	5	• Draft procedure and standards	6
2.12.2	Use social media for election and voter education and election operation and management activities.	Electoral Education and Training Section	ICT Section					Continuous	10	• Social Media used in election-related education	3, 5
Strategic Pillar 3: Election-related policy and law reforms.											
Working Policy 3.1. A national policy on election will be drafted.											
3.1.1	Draft a national election policy after studying various topics related to election.	Voter Registration and Election Operation Section	Law, Rule and Decision Implementation Section						5	• Preliminary draft of National Election Policy	1, 5,9

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
3.1.2	Organize discussions, interactions with stakeholders on preliminary draft.	Voter Registration and Election Operation Section	Law, Rule and Decision Implementation Section						20	• No. of discussions, interaction programme held for collection of recommendations and their report	1,4,9
3.1.3	Prepare National Election Policy and submit for approval.	Voter Registration and Election Operation Section	Law, Rule and Decision Implementation Section						5	• Approved National Election Policy	1,5
Working Policy 3.2. Amendments will be made to the Election Commission Act as per requirements.											
3.2.1	Hold discussions and receive recommendations from political parties and other stakeholders for amendments in Election Commission Act.	Law, Rule and Decision Implementation Section	Voter Registration and Election Operation Section						10	• No. of interactions, discussions held with stakeholders	1, 4, 6, 9

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
3.2.2	Prepare draft including received recommendations and submit for approval.	Law, Rule and Decision Implementation Section	Political Party Management Section							• Draft approved by ECN.	1
Working Policy 3.3. An integrated election law will be drafted.											
3.3.1	Prepare a draft of an integrated election law by studying existing laws related to elections.	Law, Rule and Decision Implementation Section	Political Party Management Section						20	• Study report	1, 6, 7, 9
3.3.2	Hold discussions and receive recommendations from political parties and stakeholders on the prepared draft.	Law, Rule and Decision Implementation Section	Political Party Management Section							• No. of interactions, discussions held with stakeholders and their reports	1, 5, 6, 9
3.3.3	Prepare draft including received recommendations and submit for approval.	Law, Rule and Decision Implementation Section	Political Party Management Section						5	• Draft approved by ECN.	1,5, 6
Working Policy 3.4. Amendments will be made to the law related to political party registration and regulation.											
3.4.1	Prepare draft of law.	Law, Rule and	Political Party						5	• Prepared draft	6

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
		Decision Implementation Section	Management Section								
3.4.2	Hold discussions, interactions with political parties and stakeholders	Political Party Management Section	Law, Rule and Decision Implementation Section							• No. of discussion/interactions	9
3.4.3	Prepare draft of law and submit for approval.	Law, Rule and Decision Implementation Section	Political Party Management Section							• Draft of law	5
Working Policy 3.5. Initiatives will be taken for legal provision on voting rights of Nepali citizens living abroad.											
3.5.1	Hold discussions with GoN, political parties and stakeholders for making necessary legal provisions relating to voting rights of Nepali citizens living abroad.	Voter Registration and Election Operation Section	- GoN - Political parties - Law, Rule and Decision Implementation Section					20	- No. of interactions, discussions held with political parties and stakeholders - reports	1,4,5,6, 9,12	
3.5.2	Prepare draft of law based on recommendations received from discussions and	Law, Rule and Decision Implementation Section	Voter Registration and Election Operation					5	Draft approved from ECN	1,5,6	

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
	previous studies and submit for approval.		Section								
Working Policy 3.6. Directives and procedures related to elections will be drafted and amended.											
3.6.1	Prepare drafts of election-related guidelines and procedures for different levels of elections for their timely adjustments.	Law, Rule and Decision Implementation Section	Political Party Management Section						20	• Details of prepared drafts.	1, 5, 6, 9, 12
3.6.2	Hold discussions and receive recommendations from experts and stakeholders on the prepared drafts	Law, Rule and Decision Implementation Section	Political Party Management Section						10	• No. of interactions and discussions held.	1, 4, 9
3.6.3	Prepare/modify drafts based on recommendations received from discussions and submit to ECN for approval.	Law, Rule and Decision Implementation Section	Political Party Management Section						5	• Directives and procedures approved by ECN	1, 5, 6
Working Policy 3.7. A code of conduct for staff and stakeholders, including individuals and organizations who are involved in elections, will be drafted and enforced.											
3.7.1	Prepare draft of Code of Conduct.	Law, Rule and Decision	Political Party Management						5	• Prepared draft	6, 9

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
		Implementation Section	Section								
3.7.2	Hold interactions/discussions with stakeholders.	Political Party Management Section	Administration Section							• No. of discussions and interactions	9
3.7.3	Draft the Code of Conduct.	Law, Rule and Decision Implementation Section	Political Party Management Section							• Draft of Code of Conduct approved by ECN	5, 6
Working Policy 3.8. An electoral dispute resolution procedure will be drafted and implemented.											
3.8.1	Prepare draft of an electoral dispute resolution procedure.	Law, Rule and Decision Implementation Section	Political Party Management Section							• Prepared draft	1, 9
3.8.2	Hold discussions with stakeholders on prepared draft.	Law, Rule and Decision Implementation Section	Political Party Management Section						10	• No. of discussion programmes held	1, 9
3.8.3	Get approval on procedure and implement it.	Law, Rule and Decision Implementation Section	Political Party Management Section							• Procedure approved by ECN	1

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
Strategic Pillar 4: Management of political party registration and regulation as per the Constitution and laws											
Working Policy 4.1. The registration of political parties and management of their documentation will be made systematic by using information technology.											
4.1.1	Develop a procedure for party registration.	Political Party Management Section	Law, Rule and Decision Implementation Section						5	Approved procedure	1, 4, 9
4.1.2	Develop a software for party registration and implement it.	Information System Section	Political Party Management Section				Continuous		15	software for party registration developed and implemented	1, 3, 9
4.1.3	Regulate the implementation of proportional inclusive representation in political party committees at central and all levels.	Political Party Management Section					Continuous		10	- No. of regulated political parties - Regulation related reports	1, 9
4.1.4	Make arrangements for listing, management and regulation of political parties in all the three	Political Party Management Section	Administration Section				Continuous		20	Procedure for updating details of political parties	1, 7, 9

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
	levels including federal, provincial and local level.									• Details of listed political parties	
4.1.5	Identify indicators and apply them to monitor the activities of political parties in compliance with their by-laws.	Political Party Management Section	Planning, Monitoring and Foreign Relations Section					Continuous	10	• Details of monitoring indicators • Monitoring report	1, 9, 11, 12
Working Policy 4.2. An appropriate mechanism will be set up for effective coordination between ECN and political parties.											
4.2.1	Coordinate with political parties regarding appointment of contact person representing the political party in ECN and its offices at federal, provincial and local level.	Political Party Management Section	Administration Section					Continuous	10	• No. of discussions held with political parties and their reports	1, 9
4.2.2	Obtain and update details of contact person representing the political party in ECN and its offices at federal, provincial and local level and ensure representation accordingly.	Political Party Management Section	Administration Section, political parties representing at all levels					Continuous	0	• Correspondence requesting appointment of contact person • Details of contact person	9
4.2.3	Arrange for separate	Political Party	Administration						15	• No. of pigeon-	

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
	pigeon-holes at ECN for different political parties representing at federal parliament, province assembly and local level, for contacts, coordination and correspondences with them.	Management Section	Section, political parties representing at all levels							holes made for political parties	
Working Policy 4.3. Initiatives will be taken to determine the criteria and process related to possible funding for political parties from the state treasury.											
4.3.1	Conduct study on determining process and criteria for grants from state funds.	Political Party Management Section	Administration Section						5	• Study report	1, 5, 9, 12
4.3.2	Discussions and interactions with political parties and other stakeholders.	Political Party Management Section	Administration Section						15	• No. of discussions, interactions	1, 5, 9, 12
4.3.3	Include in draft of election-related law for legal provisions.	Law, Rule and Decision Implementation Section	Political Party Management Section						15	• Prepared draft	6, 9
4.3.4	Hold discussions and interactions with political parties and other stakeholders on criteria	Political Party Management Section	Law, Rule and Decision Implementation Section							• No. of discussions, interactions	1, 5, 9, 12

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
	and process of grant.										
4.3.5	Determine the criteria and process for state funding to political parties and submit it to GoN.	Law, Rule and Decision Implementation Section	Administration Section							Draft approved by ECN on grant from State treasury	1, 5, 6
Working Policy 4.4. The funding management of political parties and records of election-related expenses will be organized by developing a technology-based system.											
4.4.1	Develop and implement software for recoding and reporting income and expenditure details of political parties and their election-related expenses.	Political Party Management Section	Information System Section					Continuous	10	Software developed and implemented	1, 3, 9
4.4.2	Develop and apply form and entry method of political party income and expense records.	Political Party Management Section							5	Prepared form and entry method	1, 9, 12
4.4.3	Orient the accounting staff or officials of concerned political party on recoding income and expenditure details and election-related expenses of political parties.	Political Party Management Section	Planning, Monitoring and Foreign Relations Section, Electoral education and Training Section, Financial					Continuous	25	No of orientation programmes and participants	1, 9

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
			Administration Section								
4.4.4	Arrange for political parties to have financial transactions through banking system.	Political Party Management Section	ICT Section					Continuous	0	Prepared draft of modified law for provision of financial transactions to take place through banking system.	9, 12
4.4.5	Make expenses of political parties public.	Political Party Management Section	ICT Section					Continuous	10	Details of income-expenses of political parties that was made public	1, 9
4.4.6	Make regular audit report of yearly financial transaction of political parties public.	Political Party Management Section						Continuous	10	Audit reports made public	1, 9
Working Policy 4.5. Compliance with the election code of conduct will be made effective by developing an Election Code of Conduct Oversight System.											
4.5.1	Review and modify election code of conduct.	Law, Rule and Decision Implementation	Political Party Management Section						5	Review report of review of code of conduct	1, 5, 6, 7, 9, 12

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
		Section									
4.5.2	Form a Code of Conduct Monitoring Mechanism at district and central level for monitoring of compliance with Code of Conduct during elections and prepare a monitoring procedure and implement it.	Law, Rule and Decision Implementation Section	Political Party Management Section						5	- Details of Code of conduct monitoring mechanism. - Approved monitoring procedure	1, 6, 9, 11, 12
4.5.3	Prepare and apply media monitoring procedure.	Planning, Monitoring and Foreign Relations Section	Law, Rule and Decision Implementation Section					Continuous	5	Approved media monitoring procedure	1, 4, 11
4.5.4	Prepare procedure for election observation.	Planning, Monitoring and Foreign Relations Section	Law, Rule and Decision Implementation Section						5	Approved procedure for election observation.	1, 4, 11
4.5.5	Prepare and implement procedure and mechanism for social media monitoring	Planning, Monitoring and Foreign Relations	Law, Rule and Decision Implementation Section						10	Approved procedure for social media monitoring	1, 4, 11

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
		Section								• Formation of Social Media Monitoring Mechanism	
Working Policy 4.6. A self-evaluation system for political parties will be developed.											
4.6.1	Prepare basis for self-evaluation of activities carried out by political parties themselves.	Political Party Management Section	Law, Rule and Decision Implementation Section					Continuous	5	• Report on approved details of bases of self-evaluation	1, 9, 12
4.6.2	Discuss and consult with political parties regarding bases and system of self-evaluation.	Political Party Management Section	Political parties registered at ECN					Continuous	5	• No. of discussions and consultation with political parties and their reports	1, 9, 12
4.6.3	Apply self-evaluation approach with minimum requirements for parties, bases, requirements, procedure and method of performance measurement of political parties.	Political Party Management Section	Political parties registered at ECN					Continuous	5	• Political parties applying self-evaluation approach.	6, 9
4.6.4	Prepare and implement software on self-	Information System Section	Political Party Management					Continuous	10	Software development	1, 3, 9

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
	evaluation.		Section							and implementation report	
Working Policy 4.7. An integrated record and documentation management system of elected representatives will be created and maintained up to date.											
4.7.1	Collect, process and publish details of elected representatives after completion of election.	Voter Registration and Election Operation Section	• GoN • Political parties • Political Party Management Section					Continuous	5	• Collected details	
4.7.2	Develop a system to update the details of elected representatives including members of Federal Parliament, members of Provincial Assemblies, Chair and Vice-Chair of District Development Committees, Chair and Vice-Chair of Rural Municipalities and Mayor and Deputy-Mayor of Municipalities.	Voter Registration and Election Operation Section	Political Party Management Section					Continuous	5	• Updated details of people's representatives	9

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
Working Policy 4.8. The relationship between the ECN, political parties and other stakeholders of elections will be strengthened.											
4.8.1	Give continuation to meetings, discussions and interactions with political parties and stakeholders of election.	Political Party Management Section	Administration Section		Continuous				10	• No. of discussions and interactions and their reports	
4.8.2	Gradually incorporate the inputs received from meetings, discussions and interactions into policy, process and approaches of ECN	Political Party Management Section	Administration Section		Continuous					• Set working directions	
Strategic Pillar 5: Increase in coordination and cooperation on election management and civic education											
Working Policy 5.1. The participation of colleges, schools, political parties, local level governments, non-governmental organizations, community organizations, cooperatives, the private sector and civil society in electoral education and voter education will be increased.											
5.1.1	Increase the number of secondary school level students receiving electoral education from EEIC.	Electoral Education and Training Section	ICT Section		Continuous				50	50000will have received electoral education	1, 5
5.1.2	Develop and apply curricula and educational	Electoral Education and	ICT Section		Continuous				10	• Developed curricula and	1, 5

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
	materials according to target groups and areas to increase people's participation in electoral and voter education.	Training Section								educational materials	
5.1.3	Provide TOT on electoral and voter education to concerned persons of political parties represented in federal parliament, province assembly and local level for providing training on electoral and voter education.	Electoral education and Training Section	ICT Section					Continuous	10	• No. of TOT receivers	1, 5
5.1.4	Develop print, audio, audio-visual materials on electoral education and disseminate through website.	Electoral Education and Training Section	Information System Section					Continuous	10	• Details of materials on electoral education uploaded on website.	1,2,3
5.1.5	Develop print, audio, audio-visual materials on electoral education and disseminate through media.	Electoral Education and Training Section	Divisions/Sections of ECN and agencies under Ministry of					Continuous	50	• Materials disseminated through media and details of	1, 5

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
			Communications and Information Technology							media	
5.1.6	Broadcast weekly programmes from Radio Nepal on Election.	Electoral Education and Training Section	Administration Section / Ministry of Communications and Information Technology / Radio Nepal					Continuous	50	No. of programmes and their reports.	1, 4
5.1.7	Conduct outreach programme on electoral education to marginalized groups to increase participation in electoral process.	Electoral education and Training Section	Administration Section					Continuous	50	No. of outreach programmes and their reports.	1, 4
5.1.8	Expand electoral education to the community level through community-based organizations (CBOs).	Electoral education and Training Section	Ministries concerned with CBOs.					Continuous	10	- Education curriculum and resource materials for CBOs. - CBOs conducting electoral education and	1,5

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
										no. of programmes conducted.	
5.1.9	Include and conduct electoral education in curriculum of social studies of grade 11 and 12	Electoral education and Training Section	Ministry of Education, Science and Technology					Continuous	10	- No. of meetings and discussions with Ministry of Education, Science and Technology - Weight accorded to the subject of electoral education in secondary social studies curriculum.	1, 5, 12
5.1.10	Expand secondary level social studies teacher training and School Election Programme in coordination with local level.	Electoral education and Training Section	- Ministry of Federal Affairs and General Administration - Local Levels					Continuous	1500	- No. of training conducted for Social Studies teachers - No. of teachers participating in trainings - No. of local	1, 4, 5, 10

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
										levels conducting training	
5.1.11	In coordination with local level, mobilize community organizations, neighborhood development organizations, user committees, cooperative organizations and community learning centres in conducting electoral education.	Electoral education and Training Section	- Ministry of Federal Affairs and General Administration - Local Levels					Continuous	10	Details of mobilized organizations	1, 4, 10, 12
Working Policy 5. 2. Coordination and collaboration in election management with the province and local level will be increased.											
5.2.1	Prepare draft of electoral education guideline.	Electoral Education and Training Section	Law, Rule and Decision Implementation Section						5	Approved electoral education guideline	1, 7
5.2.2	Prepare electoral education materials.	Electoral Education and Training Section	Voter Registration and Election Operation Section					Continuous	5	Approved electoral education resource book	1, 7
5.2.3	Conduct electoral	Electoral	Administration					Continuous	100	No. of	1, 5, 10

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
	education in collaboration with provincial government and local level.	Education and Training Section	Section / Provincial government / local level							programmes organized and their reports.	
Working Policy 5.3. Public service announcements of the Government will be used for dissemination of ECN campaign materials.											
5.3.1	Develop electoral education materials to be published and disseminated through media.	Electoral Education and Training Section	Voter Registration and Election Operation Section					Continuous	10	Details of developed electoral education materials	1, 5
5.3.2	Publish and disseminate electoral education materials through government's public service announcements in coordination with concerned agency.	Electoral Education and Training Section	Ministry of Communications and Information Technology and its agencies					Continuous	5	Details and No. of published and disseminated electoral education materials	1, 5
Working Policy 5.4 Election and civic education will be incorporated in thematic trainings conducted through public training centres.											
5.4.1	Identify and prepare a list of public training centres.	Electoral Education and Training Section	Planning, Monitoring and Foreign Relations Section						10	list of identified public training centres	1, 5

Working Policy 5.5. Gender equality and social inclusion will be increased in the election process.

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
5.5.1	Improve and implement gender and inclusion policy of ECN.	Planning, Monitoring and Foreign Relations Section	Law, Rule and Decision Implementation Section					Continuous	25	- Improved gender and inclusion policy - Draft of periodic plan	1,4,7
5.5.2	Update gender and inclusion topics in thematic training resource book on electoral administration.	Electoral Education and Training Section	Planning, Monitoring and Foreign Relations Section					Continuous	10	Resource book with updated content on election management	1
5.5.3	Make electoral education materials inclusive and gender-friendly.	Electoral Education and Training Section	Planning, Monitoring and Foreign Relations Section					Continuous	5	Details of inclusive and gender-friendly electoral education materials.	1
5.5.4	Prepare materials with details and procedures that political parties need to undertake for promoting gender and social inclusion in elections and take initiatives for their implementation by political	Planning, Monitoring and Foreign Relations Section	Political Party Management Section					Continuous	5	Details of gender-friendly and social inclusive electoral education materials	1

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
	parties.										
Working Policy 5.6. The roles of stakeholders in the election processes will be identified and coordination and collaboration will be conducted accordingly.											
5.6.1	Hold discussions, interactions and consultations for identifying roles of all stakeholders of election.	Electoral Education and Training Section	Planning, Monitoring and Foreign Relations Section					Continuous	20	No. of discussions, interactions and consultation with stakeholders and their reports.	1, 4, 5
5.6.2	Publish, broadcast and publicize stakeholder roles mentioned and encourage and take initiatives to ensure they work accordingly.	Electoral Education and Training Section	Planning, Monitoring and Foreign Relations Section					Continuous	00	Details of support received	4, 5

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
5.6.3	Develop Civic Engagement Policy and increase citizen's participation in elections.	Electoral Education and Training Section	Planning, Monitoring and Foreign Relations Section			Continuous			10	Civic Engagement policy is developed and implemented	1, 4
Working Policy 5.7. Initiatives will be taken for the inclusion of election-related topics in competitive exams of the public and private sector, including civil service exams.											
5.7.1	Select and prioritize topics to be included in competitive exams.	Electoral Education and Training Section	Administration Section			Continuous			10	Selected and prioritized topics	4, 7
5.7.2	Implement in coordination and discussion with relevant organizations.	Administration Section	Electoral Education and Training Section			Continuous				List of coordinated organizations	4, 7
Working Policy 5.8. Coordination and collaboration among non-governmental organizations and other agencies involved in election-related issues will be promoted.											
5.8.1	Collect details of election-related NGOs and publish it.	Planning, Monitoring and Foreign Relations Section	Administration Section			Continuous			15	No. of discussions	4, 7

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
5.8.2	Hold meetings, discussions and interactions with NGOs affiliated at central and province level and with other agencies.	Planning, Monitoring and Foreign Relations Section	Administration Section					Continuous		• No. of meetings, discussion and interactions	4, 9
5.8.3	Seek support from election-related NGOs and other agencies in different activities of election management as required.	Planning, Monitoring and Foreign Relations Section	Administration Section					Continuous		• No. of implemented programmes	4, 7
Working Policy 5.9. Preparation and distribution of information, education and communication materials will be arranged for public awareness regarding elections.											
5.9.1	Prepare and publish election-related materials in different languages.	Electoral Education and Training Section	Administration Section ICT Section					Continuous		• Published election-related IEC materials	3, 4
5.9.2	Arrange for distribution of election-related information, education and communications (IEC) materials to communities and households through ECN and its offices.	Electoral Education and Training Section	Ministry of Communications and Information Technology Administration Section					Continuous	25	• No. of distributed election-related IEC materials	3, 4
5.9.3	Disseminate election-	Electoral	Ministry of					Continuous		• Disseminated IEC	3, 4

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
	related IEC materials through website, apps, social media, public service announcements.	Education and Training Section	Communications and Information Technology , Administration Section							materials	
5.9.4	Prepare and air different social films, audio-video materials, awareness raising videos and songs, radio programmes for citizen awareness on elections.	Electoral Education and Training Section	Ministry of Communications and Information Technology , Administration Section					Continuous	50	• No. of prepared and aired materials	1, 3, 4
Working Policy 5.10. Studies and research will be conducted, published and disseminated for adopting new knowledge, skills and good practices on election-related matters as developed at the national and international level.											
5.10.1	Exposure and observation visits to foreign countries.	Planning, Monitoring and Foreign Relations Section	Administration Section					Continuous	25	• No. of visits	8
5.10.2	Document, publish and use of good practices	Planning, Monitoring and Foreign Relations	Administration Section					Continuous		• No. of submitted Documents	8

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
		Section									
5.10.3	Take initiatives to establish resource centre on electoral research and study under ECN.	Administration Section	Planning, Monitoring and Foreign Relations Section					Continuous	25	Established resource centre	
Working Policy 5.11. Voter registration and updates will be conducted in coordination with the local level.											
5.11.1	Identify the role of local level in voter registration and updates.	Voter Registration and Election Operation Section	Election Offices/ Local levels						10	Details of identified work	1, 10
5.11.2	Gradually increase the use of local level resources, and workforce in voter registration work.	Voter Registration and Election Operation Section	Administration Section / local level					Continuous	10	Details of used resources and workforce	1, 10
5.11.3	Election Offices to update voter list by acquiring individual vital registration details from the local level.	Election Offices,	Voter Registration and Election Operation Section local levels					Continuous	10	No. of updates after acquiring details	1, 10

S.No.	Activity	Responsible / Agency / Division / Section	Supporting agency/ Section	Time required (fiscal year)					Estimated budget (in hundred thousand NPR)	Performance Indicators	Risk
				1	2	3	4	5			
Working Policy 5.12. Election monitoring and observation will be made systematic and effective.											
5.12.1	Review monitoring and observation conducted until now.	Planning, Monitoring and Foreign Relations Section	Administration Section		Continuous				10	• Report of reviewed monitoring/observations	2, 11
5.12.2	Hold discussion and interaction with relevant agencies and stakeholders.	Planning, Monitoring and Foreign Relations Section	Administration Section		Continuous					• No. of interactions/discussions	2, 11
5.12.3	Prepare and implement observation guideline and criteria.	Planning, Monitoring and Foreign Relations Section	Administration Section			Continuous			5	• Observation guideline/criteria	2, 11

7. Financial Management

The basis of performance measure of activities under the strategic plan are ECN's annual reports, activity completion reports, monitoring reports, audit reports, quarterly and yearly progress details and publications of ECN. The total estimated cost of implementing this third five-year strategic plan for five years is 8.915 billion rupees. It is expected that the amount will be made available by the Government and development partner organizations.

8. Monitoring and Evaluation

The effectiveness of this strategic plan's implementation and any obstacles, barriers or difficulties in its implementation will be assessed so that they can be overcome in a timely manner, by adopting a monitoring and evaluation approach with the following provisions:

a. Periodic Review

The review of strategic plan implementation will be conducted every four months and on an annual basis. The quarterly review will be conducted within 15 days of completion of the quarter and the annual review will be conducted within two months of completion of the fiscal year.

b. Mid-term Evaluation

After two years of implementation, the mid-term evaluation of the plan will be conducted. The achievements and weaknesses in implementation will be analyzed in the mid-term evaluation. Changes in policy and legal framework during the evaluation period and the status of resources will also be reviewed. The recommendations from the mid-term evaluation will support any necessary adjustments to the remaining activities and budget.

c. Final Evaluation

The final evaluation of this strategic plan will be started after completion of six months of the fifth year of this plan. The final evaluation and the review of achievements of this strategic plan are also required for the preparation of the next strategic plan. The results and conclusions of the final evaluation will be taken as a basis for drafting of the fourth strategic plan.

9. Expected Results

The implementation of this strategic plan of the ECN is expected to bring the following results:

- Development of a National Policy on Elections, restructuring of ECN and its offices adapting to the federal structure, institutional strengthening of ECN along with capacity development of its workforce and human resources, election management according to the election calendar, gender-friendly and inclusive election management processes, electoral cycle activities are technology-friendly, all the important records and data are managed through a unified portal. Likewise, development of integrated election law, timely and effective resolution of disputes related to elections, elections are more fair, free, impartial, credible and cost-effective because of compliance with the electoral code of conduct.
- Active participation of voters in voting with increase in access to electoral education and civic education, significant increase in valid votes, increase in participation of local levels and political parties in the conduct of voter registration and updates and in voter education and civic education programmes. Development of guidelines for election operations at all levels, initiation of vote counting at polling stations, and priority to local resources in use of materials and workforce required for polling centres.
- Transparency in income and expenses of political parties and election-related expenses, cost-effectiveness in election expenses, provision of state funding to political parties for campaign financing, enhancement in support and coordination with election management bodies of different countries, regional and international organizations related to elections and development partner organizations.

10. Risk Identification and Minimization

The possible risks areas in the course of implementation of the third five-year strategic plan of ECN have been mentioned below:

1. Availability of budget according to the programmes proposed in the plan,
2. Availability of human resources and motivational factors,
3. Use of technology,
4. Coordination and cooperation with stakeholders,
5. Inter-agency coordination and cooperation,
6. Legal reforms,
7. Continuation of improvement works,
8. Support of development partner organizations in expected areas,
9. Positive role of political parties,
10. Support and cooperation from local level as expected in election management,
11. Compliance of code of conduct from relevant parties,
12. Culture of resisting change.

Logical Framework of the Third Five-year Strategic Plan 2019/20-2023/24

Expected Goal	Indicators	Baseline	Target 2023/24	Frequency	Means of Verification	Risks & Assumptions
Citizens are provided with the opportunity to exercise their political rights freely through the medium of fair, free, impartial, credible and cost-effective election by establishing the Commission as an autonomous, capable and strengthened body for democracy strengthening.						
% of the total voters who exercise their franchise in the election	House of Representatives: 69.06%	75%	Post-election	Election Review report	Availability of voters	
	Provincial Assembly: 69.98% Local level:74.2%					
% of citizens, who are eligible to vote, registered in the voter list.	The % of voters registered in the voters list: (92.90%)	% of voters registered in the voters list: 94%	Annual	National Census Data/	Participation of voters in registration and budget availability	
				Final voters' list		
% of elected women representatives in all levels of elections	Federal Parliament: 33.53%	Federal Parliament: 36.5%	Post-Election	Election Report	Political parties are positive towards women candidacy and representation at all levels of election.	
	Provincial Assembly: 34.4%	Provincial Assembly: 36.5%				
	Local Level: 40.75%	Local Level: 41.5%				
% of invalid votes	House of Representatives: 5.17	House of Representatives: 2.5	Post-Election	Election Report	Mobilization of budget and human resource in electoral and	
	Provincial Assembly: 4.26	Provincial Assembly: 2.5				
	Local level:3.44	Local level:2.5				

Expected Goal	Indicators	Baseline	Target 2023/24	Frequency	Means of Verification	Risks & Assumptions
						voter education.
Expected Outcome 1: ECN will be Institutionally strengthened.						
Output 1.1 Organizational restructuring of ECN is carried out.						
ECN Office	1	1	Fiscal year: 2019/20	Organization and management survey report/ Annual report	ECN's Organization and management survey conducted and local levels designate focal persons	
Provincial Office	0	Provincial Office: 7				
District Election Office and		District: 70				
No. of focal persons at the local level		Focal persons at local level: 753				
No. of local levels bodies conducting voter registration and electoral education	New campaign	No. of local levels: 250	Annual	Annual report	Local level collaborated in voter registration and electoral education	
Output 1.2 Capacity of human resources is enhanced.						
Among the total number of ECN staff, the % of those trained on issues related to elections	55%	80%	Annual	Training reports	Availability of resources	
The number of	85%	90%	Annual	Capacity		

Expected Goal	Indicators	Baseline	Target 2023/24	Frequency	Means of Verification	Risks & Assumptions
participants who report of their capacity being enhanced through the capacity enhancement programme					enhancement programme reports/ programme evaluation	
Output 1.3 Physical infrastructure is constructed and improved of the ECN and its offices						
No. of District Election Offices with their own office building		No. of Office buildings: 23	No. of Office buildings: 30	Throughout the plan period	Annual report	
No. of warehouse at the Province level		No. of warehouse: 4	No. of warehouse: 7	Throughout the plan period	Annual report	
Output 1.4 Important records and data is organized through the development of unified portal						
Development and implementation of Unified portal system		Partially functioning	Fully functioning	Base year and final year	Unified portal, operation report	Availability of Budget
The number of portal and mobile apps users		No. of users: 100,000	No. of users: 200,000	Throughout the plan period	Unified portal and downloaded mobile apps	Availability of essential technical human resource
Output 1.5 ECN's data centre is consolidated						
Data centre of international standard to come under operation		Under temporary operation	Data centre to come under full operation	Base year and final year	Annual report and Data centre audit report	Availability of budget

Expected Goal	Indicators	Baseline	Target 2023/24	Frequency	Means of Verification	Risks & Assumptions
Down Time of data centre		Period of down time: 2% per annum	Period of down time: 0.5 %	Annual	Log of data centre	
No. of software in the ECN and used from the Data Centre		No. of software: 4	No. of software: 5	Base year and final year	Log system operation report of the Data Centre	
Output 1.6 Electoral education and information centre is expanded at the province level						
No. of EEIC under operation at the province level		3	7	Base year and final year	Annual report	Availability of budget
Output 1.7 Foreign assistance is mobilized within the parameter of national policy						
No. of programmes run with mobilization of foreign aid and % of resources mobilized		No of programmes: % of resources mobilized:	No of programmes: % of resources mobilized:	Annual	Annual report of ECN	
Output 1.8 Coordination and collaboration is promoted through the expansion of affiliation with international agencies/organizations						
No. of MoU reached between ECN and EMBs of various countries		No. of MOU: 3	No of MOU: 8 (3+5)	Throughout the plan period	No. of MoU reached with EMB of various countries, annual report	International agencies are ready for MoU
Output 1.9 Use of papers in the ECN and its office activities is gradually decreased.						
Use of paper is		No intranet connectivity	Intranet connectivity in	base year	Annual report	Availability of

Expected Goal	Indicators	Baseline	Target 2023/24	Frequency	Means of Verification	Risks & Assumptions
decreased by carrying out activities through intranet connectivity among the ECN and its offices			place	and final year		budget, use of technology
Output 1.10 Result-based monitoring and evaluation system is developed and implemented.						
Result-based monitoring and evaluation system is developed	Not existing	Existing	Base year and final year	Result-based monitoring and evaluation system		
Expected Outcome 2: Technology-based election management system is developed						
Output 2.1 Online voter registration and updating system is adopted.						
Development of online-based voter registration software	Not existing	Existing	base year and final year	Report on operation of online-based voter registration system	Availability of resource, consensus and participation of stakeholders	
Voters list to be updated and the final list published every year	No. of names added to the voters list: 576,937	No. of names added to the voters list: 3,000,000	Throughout the plan period	Final voters list and annual report of every year	Budget received, development of software	
	No. of names removed: 679	No. of names removed: 2,800				
Output 2.2 Timely reforms and updating of website and mobile apps is carried out						

[illegible]

Expected Goal	Indicators	Baseline	Target 2023/24	Frequency	Means of Verification	Risks & Assumptions
Election Operation Manual for all level of elections		Not available	Available	Before election	Annual report	
Preparation of election calendar		Preparing in need basis	Election calendar ready	Before election	Annual report	
Programmes carried out as per the approved election calendar		Available	Available	Base year and final year	Annual report	
Output 2.6 Election Management gradually becomes cost-effective.						
Decrease in cost per voter in election		Per voter cost in Rs. In all the elections held in 2017, the average cost per voter is Rs. 506/-	Decrease in cost per voter, average Rs. 500	Post-election	Election report, annual report	
Output 2.7 Election-related risk is gradually decreased.						
System developed to collect details through the Event Tracking System		% of polling centre that provide details through Event Tracking System: 50%	% of polling centres: 95%	Post-election	Election report	Development of technology
Electoral Security Index to be formulated and implemented		Not available	Electoral Security Index formulated and implemented	Post-election	Election report	
Output 2.8 Use of electronic voting machine gradually increased in the voting process.						
% of polling centres		Zero percent	50%	Upcoming	Election	Consensus and

Expected Goal	Indicators	Baseline	Target 2023/24	Frequency	Means of Verification	Risks & Assumptions
where EVMs have been used				periodic election	report	participation of stakeholders on the use of EVMs, availability of budget
Output 2.9 The process of counting the votes will be done in the polling locations						
Establish legal framework for vote counting in polling locations		Not available	Available	Year of establishment of legal framework	Reformed electoral legislation	Will be endorsed by the parliament
% of polling location where vote counting takes place:		% of polling locations: 0	% of polling locations: 25%	Post-election	Election Report	Law to be passed by the parliament
Election results to be received quickly		Average time required to receive result: 72 hours	Average time required to receive result: 48 hours	Post-election	Election report	Legal provision to be required
Output 2.10 Electronic system developed and operated to disseminate information at once from the ECN and its offices						
The % of ECN offices that have the provision to disseminate information at once through electronic system		% of offices: 0	% of Offices: 100%	At the end of plan period	Annual report	
Output 2.10 The use of mass media and social media in elections gradually organized and made effective						
Development of social media operation strategy		Draft prepared	Formulated	Second Year	Social Media Operation Strategy,	

Expected Goal	Indicators	Baseline	Target 2023/24	Frequency	Means of Verification	Risks & Assumptions
					Annual Report	
ECN-affiliated Social networking sites	No. of social networking sites: 2	No. of social networking sites: 4	Base year, final year	Annual report		
Increase in the number of users who follow ECN-affiliated social networking sites	Number of users: 33,000	Number of users: 250,000	Throughout the plan period	Annual report	Stakeholders, general public to join the ECN social networking sites	
Expected Outcome 3: Election-related policy and legal reforms takes place.						
Output 3.1 National Policy on election is formulated.						
National election policy formulated.	Not available	Available	Second year of the Plan	Endorsed national election policy	The policy proposed by ECN is endorsed and enforced	
Output 3.2 Timely reforms made to the Election Commission Act						
Timely reforms to take place to the Election Commission Act	Under process	Completed	Second Year of Plan	Amended election act	Parliament to pass the Act	
Output 3.3 Unified electoral law is formulated.						
Integrated electoral law formulated	Not available	Available	Second year of the Plan	Formulated integrated electoral law	Parliament to pass the integrated electoral law	

Expected Goal	Indicators	Baseline	Target 2023/24	Frequency	Means of Verification	Risks & Assumptions
Output 3.4 Legislation related to political party registration and regulation is amended						
Legislation related to political party registration and regulation is amended	Not available	Available	Second year of the Plan	Amended legislation related to political party registration and regulation	Parliament to pass the legislation	
Output 3.5 A study is carried out in relation to the voting rights of the Nepali citizens living abroad, and initiative shall be made to include such provision in the law.						
Study in relation to the voting rights of the Nepali citizens living abroad	Preliminary study done	Detail study report	Base year and final year	Study report		
Draft law to be formulated	Not available	Available	Final year	Draft of the formulated law	Major stakeholders, political parties agree to introducing the law	
Output 3.6 Election-related guidelines and working procedures are formulated and amended.						
No. of formulated and amended election-related guidelines and	No. of guidelines:	No. of guidelines:	Annual	Annual report	New ECN Act and Integrated electoral law is passed by the	
	No. of working procedures:	No. of working procedures:				

Expected Goal	Indicators	Baseline	Target 2023/24	Frequency	Means of Verification	Risks & Assumptions
working procedures:						Parliament and guidelines and procedures formulated under it.
Output 3.7 Code of conduct for individuals and institutions involved in elections is developed and enforced.						
Code of conduct for human resource, stakeholders, individuals and institutions involved in elections	Not available	Available	Second Year of Plan	Annual report		
Decline in the number of complaints from electoral stakeholders	No. of complaints:	No. of complaints:	Post-election	Election Report	All stakeholders committed to and follow the code of conduct	
Output 3.8 Election dispute resolution procedures, 2019 is fully enforced.						
Election-related dispute resolved through Election dispute resolution procedures, 2076	No. of election dispute: 0	No. of election dispute: 0	Throughout the plan period	Annual report		
	% of dispute resolved..	% of dispute resolved.. 100%				

[illegible]

Expected Goal	Indicators	Baseline	Target 2023/24	Frequency	Means of Verification	Risks & Assumptions
Self-assessment system developed.		Not available	Available	Annual	Self-assessment system	Self-assessment system to have been used.
User ID is provided for self-assessment		Not available	available	Annual	Annual report	
Parties to be given the right to enter their details		Not available	Available	Annual	Annual report	
% of parties providing details in the self-assessment system		% of parties: 0	% of parties:25 per cent	Annual	Annual report	
Output 4.7 Integrated records of elected representatives is developed and updated.						
Integrated record of elected representatives		Records of elected representatives: Available	Records of elected representatives updated	Base year and final year	Updated records details	
Output 4.8 Inter-relations between ECN and political party office-bearers and election stakeholders is gradually strengthened.						
Interaction between political party office-bearers and election stakeholders		No. of interaction: 6	No. of Interaction:12	Annual	Programme Report	
No. of political party office-bearers and		No of participants in the	No of participants in the	Annual	Programme Report	Annual programme is

Expected Goal	Indicators	Baseline	Target 2023/24	Frequency	Means of Verification	Risks & Assumptions
election stakeholders taking part in the interaction		interaction: 500	interaction: 4000			endorsed and political parties participate
Expected Outcome 5: Coordination and collaboration in electoral and civic education increased.						
Output 5.1 Citizen's access to electoral and civic education is expanded.						
Total number of visitors at EEIC	Total number of visitors: 3786	Total number of visitors: 32,000	Throughout the plan period.	Unified Portal, records	EEIC work is affected in election year.	
	Female: 1832	At Center: 4000x3+2000x3			Increase in interest and enthusiasm of educational institutions and stakeholders in gaining electoral education.	
	Male: 1954 (data from mid-July 2018 to mid-July 2019)	At Provinces: (4x1000x3+4x500x2)				
% of visitors reporting increase in their capacity in electoral education.	% of visitors: 100 percent	% of visitors: 100 percent	Annual	EEIC evaluation form	3 forms per group is filled out from all the groups	
Type, number and times of publication and dissemination of election	Types of print, audio and audio-visual materials: 1, Number: 2 and times of	Types of print, audio and audio-visual materials: 4, Number: 9,	Annual	Unified Portal		

Expected Goal	Indicators	Baseline	Target 2023/24	Frequency	Means of Verification	Risks & Assumptions
related print, audio and audio-visual materials through media		publication/dissemination: 1 (source: 2017 Election)	publication/dissemination times: as required (in election year)			
Curriculum for target groups and schools developed and modified	Total number of curricula...	(schools: 2 (grade 9 and 10), target group:0)	Total number of curricula: 10 (school 9, Target group: students and teachers from grade 6 to bachelor's level, CBOs)	Annual	Unified Portal,	
					Curriculum report	
No. of participants from marginalized groups reached through electoral education		Total number of participants: 220	Total number of participants: 1000	Annual	Annual report	Availability of resources.
Output 5.2 Coordination and collaboration with provincial and local level gradually increased for electoral management.						
No. of citizens benefited from electoral education program conducted in coordination with provincial and local level.		Total no. of citizens: 4174	Total no. of citizens: 20500	Annual	Annual report	Provincial government and local level will play a supportive role in program implementation.
Output 5.3 GoN's Public Welfare Advertisement utilized for disseminating ECN's publicity materials.						
Type, number and times electoral education materials are published/disseminated from GoN's public welfare advertisement.	Electoral education materials (not available)	Type of electoral education material: 3, Number: 15, and times: as required (TV, radio and print)	During election	Annual report	GoN's public welfare advertisement is continuously available.	
				Election report		

Expected Goal	Indicators	Baseline	Target 2023/24	Frequency	Means of Verification	Risks & Assumptions
Output 5.4 Incorporation of electoral and civic education in thematic training conducted by public training centers.						
Types and number of curriculum (including Public Service Commission) which incorporated election related topics.	Types of curriculum: (not existing)	Types of curriculum: 5	Annual	MOU with agencies,	Public training centers are ready to conduct curriculum and sessions on election	
				Topics included in curriculum		
No. of participants in thematic training conducted by public training centers.	Total number of participants:	Total number of participants:	Annual	Training report		
No. of public training centers conducting election related training	No. of centers: 0	No. of centers: 5	Annual	Training report, ECN's annual report		
Output 5.5 GESI increased in electoral process.						
GESI policy of ECN amended			Base year	ECN's annual report		
			Final year			
Gender-friendly and inclusive election related materials	No. of gender-friendly and inclusive election related materials: (electronic: 0, print: ...)	No. of gender-friendly and inclusive election related material: 100 (electronic: 50, print: 50)	Annual	GESI report		
Output 5.6 Role of stakeholders in election process identified and coordination/collaboration carried out.						
Civic Engagement Policy prepared with identification of stakeholder roles	No Civic Engagement Policy	Civic Engagement Policy	Comparative detail of base year and final	Formulation of Civic Engagement Policy		

Expected Goal	Indicators	Baseline	Target 2023/24	Frequency	Means of Verification	Risks & Assumptions
% of voter list updated in coordination with local level		% of updated voter list: 0	% of updated voter list: 100 percent	· Annual	· Annual report	Coordination and collaboration with local level
Output 5.10 Election monitoring and observation are gradually organized and made effective.						
No. of recommendations received after election observation and % of implementation	No. of recommendations: 150 (2074 Election Review)	No. of recommendations: ...	Base year	Final report		
	% of implementation: ...	% of implementation: 100	Final year			
Observation guideline amended and standards set	No Observation Guideline and standards	Amended Observation Guideline amended and standards	Base year	Final report		
			Final year			

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Stages and main task of Strategic Planning

