DISTRICT ELECTION OFFICER
SOUTH-WEST DISTRICT,
KAPASHERA, DELHI
GENERAL ELECTION TO THE LEGISLATIVE ASSEMBLY OF
DELHI-2013
BEST PRACTICES ON ELECTION TRAINING
Democracy is the crucial foundation on which the magnificent edifice of our modern Indian society is conceived and engineered by the founding fathers of our Nation and free and fair elections, based on universal adult franchise, lies at the very heart of this splendid conception. The Election Commission of India, functioning under the Constitutional mandate, has laudably and outstandingly, ensured the progressive realization of this glorious vision through its outstanding direction, superlative control and sterling superintendence of successive elections to the Parliament and State Legislatures, always setting ever-higher standards of excellence, which are globally acknowledged as international benchmarks in election management.

Arguably, one of the most critical, and often overlooked, component of a successful election is the comprehensive, theoretical and practical, training and robust capacity building of the multitude of officials who are required to perform myriad election related functions like Sector Officers, Expenditure Monitoring Officials, Flying Squads, Micro-observers, Presiding Officers and other Polling Officers, Counting Staff etc. More often than not, it has been disconcertingly observed that due to the immense pressure of time-bound multifarious statutory and non-statutory election functions on the Returning Officers, the training aspect is inadvertently given a short-shrift in this trade-off, which many a times impinge on the efficiency and smooth conduct of the poll process. Quite often, the training schedules are cursorily
drawn, the training material is jaded and insipid, the training is reduced to a mere formality, where reluctant and ill-equipped trainers impart highly mechanical, impersonal and ineffective training, simultaneously to thousands of officials and the training venues cut a sorry picture of confusion and disorganization, with the sole focus being on attendance and supply of poll material. It was the conscious desire and abiding ambition of the District Election Office, South-West to make a healthy and much-needed departure from the past election training practices and herald a new era of election training, characterized by heightened efficiency, customized training material, modern and scientific training-aids, smooth and queue-free attendance using biometric identification and near-individualized attention through more interactive and feed-back oriented evaluation and assessment.

The above objectives, though highly noble, were equally arduous and daunting and were creditably achieved through sheer dint of hard-work, commitment and professionalism of all the officers and staff of the Training Cell. We were able to usher in a slew of innovations and intelligent modifications in the training activities like biometric-based attendance system, automated issuance of Show-cause notices and emails to absentees, SMS based intimation and updates, tailor-made bi-lingual training material, customized power-point presentations, documentaries, tip-sheets, end-of-training evaluation quizzes, strict adherence to classroom training approach in small batches and personalized practical training and guidance through EVM Laboratory manned by skilled Master Trainers.
Inarguably, the *piece de resistance* of our efforts and initiatives is the 25-minute **Short Film on the System of Postal Ballots**, which besides demystifying the whole process of postal balloting, is also an excellent training tool for all election functionaries across the country on the various aspects and nuances of preparing Postal ballots, their actual casting at Facilitation Centres and their eventual counting. I feel extremely elated to record the superlative effort of our district election machinery in undertaking this humongous task of conceptualization, scripting, directing, editing and finalizing this Short Film in the very midst of the General Elections, circumventing the pressure of crushing time-lines of multitudinous election duties and responsibilities through unvarnished zeal and commitment. The merit of this feat is also accentuated by the fact of its attainment through the employment of very meager financial and material resources, utilizing the services of the officials and staff of the district itself. The achievement of the highest number of cast Postal Ballots in South-West District amongst all the districts in Delhi in the ensuing elections is also a tribute to the effectiveness and quality of this effort. It is avidly hoped that the fruits of this labor find worthy realization through its widespread use for standardization and systemic improvement of Postal Balloting across the country.

I feel duty-bound to place on record my sincerest appreciation for the untiring efforts, unwavering commitment and infectious passion exhibited by Shri Prince Dhawan, IAS (Probationer), who as Nodal Officer (Training & Postal Ballots) virtually transformed the election training paradigm in the district through the able commandeering of the limited financial, manpower and logistic resources available.
My heartfelt thanks are also rightfully due to Shri Alok Sharma, SDM (Vasant Vihar), Anil Bhola, DANICS, Shri Jung Bahadur Dy. Director (Education) and Shri R.S. Rana along with the team of dedicated Master Trainers and hard-working Data Entry Operators who burnt midnight oil on numerous occasions to ensure sterling success of the training program. I would also ardently acknowledge the excellent contributions of Shri Subhash Gupta, SDM (Elections) South-West, Shri Suchet Singh, In-charge (Election Cell) South-West and all other enthusiastic and devoted officials of the Election Cell, South-West in extending their unflinching support and cooperation towards operationalizing the various election training initiatives and achieving the tight time-lines.

It is my passionate hope and humble expectation that this modest effort serves the intended purpose of providing a substantial and worthwhile boost to the most laudable endeavors and noble aspirations of the Election Commission of India in cementing the systems and structures for securing free, fair and peaceful elections in the country.

NIKHIL KUMAR IAS
District Magistrate & District Election Officer,
South-West District.

Dated: 22nd of November, 2013
Preface

Training of all polling personnel, sector officers, staff responsible for expenditure monitoring, micro-observers and other related staff deployed for election duty has always been an elephantine challenge. Unfortunately, due to the sheer numbers that are handled during this training process, the quality of training usually suffers. In fact, the whole focus shifts on only conducting these training sessions and ensuring that the requisite numbers of staff actually join duty and mark their attendance. It would not be wrong to say that training till date has been one of the most neglected areas of the entire electoral process. Somewhere, in the rush of things, we seem to have forgotten that the quality of the elections is directly linked to the quality of the training imparted to the staff that is responsible for conducting these elections.

During the Delhi Legislative Assembly Elections-2013, we in the District South-West under the able and visionary leadership of D.M. and D.E.O. Sh. Nikhil Kumar, IAS decided to take this challenge head on. Our aim was to bring about a paradigm shift in the way training is conducted. We have evolved many innovative practices to make sure that training leads to actual and tangible value addition for the trainees and it is a joyful experience for both the trainers and the participants. We have also evolved best practices to ensure that all administrative necessities such as attendance, issuance of ID-cards, Form-12, casting of Postal Ballot, processing exemptions etc are undertaken during the training sessions without any hassle for the trainees.

This mammoth restructuring of the entire training process has been a team effort and no single individual can claim credit for it alone. Each step of the erstwhile mundane and outdated training process has been optimized for efficiency and effectiveness. We have put in place innovations such as biometric attendance leading to quick processing of attendance and issuance of show-cause notices to defaulters; notifications to trainees by SMS, emails etc; automatic sorting of Form-12 AC wise; creating a competent team of Master Trainers; making quizzes for the Master Trainers and trainees; designing the training content in Hindi; discussing case-studies; screening documentary movies; preparing special comic strips to highlight important points; preparing tip-sheets etc. In fact, our efforts have also resulted in the production of a movie on Postal Ballots that can be used across the country. We also set-up an EVM Lab in our District whereby a team of Master Trainers is available...
during office hours and polling personnel can drop in anytime to have a hands-on experience on the EVMs and also clarify their doubts with the Master Trainers individually. This was a phenomenal success since it opened up a forum for the polling personnel, sector officers and other staff to interact with the trainers individually outside the class. We also created lab-sheets that are small but important exercises to be performed on the EVMs.

In my opinion, the core strength of the Training Cell of District South-West has been its impeccable organization and foresight of all possible contingencies and preparing adequately for them. Our team of Master Trainers was thoroughly trained to ensure that they know their training content well. They had to take quizzes and the people who didn’t perform satisfactorily were recalled for subsequent training sessions. Once this team was prepared, the training process was smooth.

I believe that this booklet on Best Practices of Training of Polling Personnel will go a long way in restructuring the entire training process of staff on election duty across the nation and will be widely adopted and improved upon by all. The ultimate expectation is that the entire experience of training undergoes a sea change and turns into one where the individual learns, gains and grows.

I must thank Mr. R.S. Rana (Overall Co-coordinator, Training Cell), Mr. Satish Kumar (Head-Trainer, Training Cell), Mr. Shashank Gupta (Master-Trainee, Training Cell), Mr. Jung Bahadur (Supervisor, Training Cell), Mr. U.K. Sinha (Supervisor, Training Cell) and last but not the least Mr. Anil Bhola (State Level Master Trainer,) for their efforts in revamping the entire training process and documenting our journey in this booklet.

Prince Dhawan, IAS (P)
Nodal Officer, Training Cell
District South-West Delhi
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DISTRICT ELECTION OFFICER; DISTRICT SOUTH-WEST, NEW DELHI
A JOURNEY THOUGH PICTURES
**CHAPTER 1 INTRODUCTION**

**PHOTO 1-SECTOR 9, IIT DWARKA BUILDING, MAIN TRAINING VENUE**

Paradigm Shift in the way Training is imparted to officials put on Polling Duty

**Vision Statement:** *Joyful learning and training experience at the end of which, a person feels confident to perform his/her duty in an efficient way.*

Vitality and fruitfulness of an idea can be tested only with time and practice, likewise efficacy and impact of any training program can be judged only by confidence and skills of the trainees.

Under the initiative and guidance of Mr. Nikhil Kumar, IAS (DC /DEO South West), leadership and direct control of Mr. Prince Dhawan IAS (P) – Nodal Officer (Training) South West District, for elections to Delhi Legislative Assembly -2013, this vision was conceived and action plan formulated and put into practice.

Earlier, the Election related training was mere routine work, where people came for the sake of reporting for election duty. It was largely a monologue. Thus it was decided to make a difference in the way training is imparted.

*Goal: To improve the process of training of Polling Personnel.*
Goal Realization: By way of introducing following Key Features / aspects:

- Master Trainers – Raising their level by feedback system and different exams
  Key to any Training exercise is a Teacher who can be effective enough.

- Small Batch Size - Personalized training
  Another ingredient to a successful Training effort is focused attention.

- Multiple times – Training in Multiple time frames
  The lesson(s) have to be repeated, so that one gets a command over it.

- Innovative Material – Movie, Comic Strip, PPTs, CASE Studies, Lab Sheets and Activity
  Sheets
  All this effort needs to be supported by high quality material as well.

- Value Addition – Useful, Meaningful and to-the-point
  The innovation in teaching material added value to the process.

- Excellent Infrastructure
  The effort has been backed up by choice of State-Of-The-Art-Building.

- Administration – with a human touch
  We addressed various issues related to participants with personal attention so that
  they feel involved in the process.

- Super-specialization of Master Trainers
  Idea that a well-trained Master Trainer does a focused work yielded good results.

- Clear Division of Work – at Phase II- Creation of T1, T2, T3, T4
  As enunciated above, this also resulted in clear division of work.

- Biometric attendance – ensuring better compliance
  Yet another innovation is introduction of Electronic Attendance System.

- Impact on Humans- Psychological, Easy Processing, Immediate Show-Cause Notice,
  immediate response via SMS/Email.
  All this had significant impact on attendees, which is detailed in relevant chapters.

- Creating Brand Value - of Master Trainers of South-West District
  A spinoff of these efforts is not just value addition for attendees, but also for Teachers,
  who saw, how to better their own work, and having a sense of pride.
CHAPTER 2 OVERVIEW OF TRAINING PROGRAMME:

Objective: Let the Learning—especially on the Job be fun!

PHOTO 2 POLLING OFFICIALS INTERACTING WITH MASTER TRAINERS

2.1 Earlier Practice: ELECTION TRAINING IN A TRADITIONAL WAY

PHOTO 3 EARLIER TRAINING PRACTICE
The moment Elections to legislature are announced, ECI or respective State Election Commissions requisitions various Government departments through their HODs for list of employees to carry out the task. It immediately sets the ball rolling and the entire machinery is geared up for conduct of free and fair elections. However, little thought is given, as to how one is supposed to carry out the job, when someone is not properly acquainted with the entire process. Indeed, a particular government employee may have done election duty earlier, but in India, elections are held every 5 years, and one may have forgotten whatever was learnt in previous elections.

Moreover fresh instructions always keep coming from Election commission of India. The task becomes more challenging, for someone who is doing it for the first time. At this stage no distinction is made between a person who is well experienced or a novice. In other words, putting it differently, everyone is treated equally, and it is presumed that they will learn “On the Job”. We have to devise training techniques, keeping in view the lowest denominator.

PHOTO 4: CLASS ROOM ENVIRONMENT
This practice of a trainer addressing a gathering of a few hundred Polling personnel in a large tent, where people did not get to learn the election process in its proper prospective, has led to many employees dreading the election duty itself. When people would not learn, they try to avoid it, and if inevitable, they attend it for the sake of marking their attendance to avoid any disciplinary action. Ironically the very training which was supposed to make the employees learn about electioneering becomes counterproductive. Once thrust upon them, they rely on their gut feelings and peer help. This coupled with extended hours of working on Election Day, makes the election process vulnerable to uncertainties, ultimately leading to mistakes or errors of judgment, sometimes with disastrous consequences like violence, repoll, and disciplinary action against officials themselves.

2.2 How it’s being done differently at South-West District

*There is world of a difference between Teaching and Skill Development!*

Realizing these issues, the South-West district decided to adopt **modular, phase wise** approach to impart training. ECI provided the cascading training material and in fact we took the cascading approach of training to higher level. Even before the election schedule was announced, we called in a State Level Master Trainer (SLMT) for designing the training programme. The idea was to create at least 4 trainers for each of the 16 class rooms, who would then be imparting training to the polling parties. Further these trainer were designated as Trainer 1, Trainer 2, Trainer 3 and Trainer 4 (T1, T2, T3, T4). The exact roles of these stakeholder has been discussed in chapter below.

**Highlights**

- *Deploying a specialist as Trainer of trainers (ToTs)*
• Cascading approach in creating trainers
• Training through various modes eg, PPT, Write ups, Audio Visuals, Comics etc
• Sessions were held in conference hall having mic for trainees for maximum interactive sessions.
• Quizzes organized at the end of session for assessment.
• Repeat training organized for the ones who did not grasp the subject properly

Goal: Inspire them to retain what they See, Hear and Feel.

PHOTO 5 A MASTER TRAINER DELIVERING A LECTURE

This Modular, Phase wise approach was carried out in several steps, as illustrated in the following figure
FIGURE 2 FLOWCHART OF TRAINING EVENTS

- **Specialists of Election Process**
  - Preparation of Training Material in different forms
  - Movie "The Day of Poll"
  - Movie on "Preparation of EVM at RO Level"

- **Training of RO's and Expenditure Monitoring Officials**
  - Involvement of Master Trainers, Material Distributed on CD's, Pendrives
  - Parallel Training of Police Officials

- **Training of Master Trainers**
  - Material, Movie, Comic Strip, Materail distributed on CD's, Pendrives
  - Quiz, Selection of High Scorers

- **Intensive Training of Master Trainers by selected Master Trainers**
  - Feedback Forms Introduced, Raising the level of all MTs to that of High Scorers

- **Training of EMC & Police Officials**
  - Expenditure Monitoring Committee Members and Police offficials were trained together. Lab Sheets were also given, a second round was held along with Master Trainers and Police Officials, where Police officials, also trained as Master Trainers were also present.

- **Training of Sector Officers - Round 1**
  - Feedback forms to assess the quality of training, Material distributed on CD's

- **Training of all Polling Officials**
  - November 5, 6, 7, 8
  - Use of Hindi PPTs, Movie, Comic Strip, Demo of EVM, Practice on EVMs, Handout of PPT in Book Form

- **Training of ROs & APROs, and absentees from previous Training**
  - Same Material plus more focus on EVMs, Handouts of PPT in Book Form.
  - Held on Nov. 14, 15

- **Final round of Training**
  - Nov. 25, 26, 27, 28 - Polling Parties are formed at this stage. They meet to interact with each other followed by same intensive training process.
### 2.3 Making a Difference, How Training in R/o DEO-SW is Different:

**Table 1: Comparison of Two Approaches**

<table>
<thead>
<tr>
<th>S.No</th>
<th>Previous Trainings</th>
<th>Present Training</th>
<th>Advantage</th>
</tr>
</thead>
</table>
| 1    | Presiding Officer: Diary was being provided to PROs only | i) A Pictorial-bilingual guidebook  
ii) Comic Strip  
iii) PO Diary | Abundance and variety in training material helps Poll officials grasp knowledge in true perspective |
| 2    | Public Address System only | i) LCD TV – 4 Nos 42”, Laptop connected with all TVs  
ii) PA Systems  
iii) 4 MT in each room  
iv) PPTs, Quizzes etc | Small batches are better trained with audio visuals |
| 3    | Administrative and mechanical | Administrative matters coupled with humane approach | Change in approach helped build a connect and ensures better management |
| 4    | Attendance Manual, Very Slow | Biometric, accurate, fast response | Better compliance of attendance. Erring officials immediately served with show cause, follow up by SMS and Email |
| 5    | Two or three training sessions | Four training sessions | Multiple Training Cycles ensured direct transfer of knowledge without any dilution. |
| 6    | No plan B if PRO becomes unavailable | If the need be APRO can replace PRO | Special arrangements for PRO & APROs |
| 7    | Topic on EVM touched upon in a general way | EVM is not only demonstrated, but also used for hands-on-practice | EVM LAB ensured all concerned had a full hands on training |
| 8    | General talk given on Statutory and Non Statutory envelops | i) Statutory Envelop  
ii) Non-Statutory Envelop actually shown | Exposure of Polling Personnel actually makes them user friendly |
| 9    | Issuance of I card in a haphazard manner, Large manpower required | Everyone issued, on the basis of Unique ref ID generated through Bio Metric system | I-Cards issued in the class rooms itself |
| 10   | Very Passive Manner | Very Active Manner, because Form 12 was issued well in advance, in most cases it was filled up. | Distribution of Form 12 in a systematic manner ensured everybody voted through PB |
PHOTO 6: A TRAINING SESSION IN PROGRESS
CHAPTER 3 – FIRST TIME INITIATIVES:

An overview of first time initiatives, at a glance

- Use of Biometric machine for attendance
- Absentees served with Show Cause Notice through special software and through SMSs and Emails.
- Supply of Form 12, I card and study material automated.
- POSTAL BALLOTS - A Special focus on their issuance was initiated by DEO, thus this topic is detailed in a separate chapter No.4.
- Training of all stake holders i.e RO, ARO, Expenditure Monitoring Teams, Master Trainers and polling parties with the help of audio Visuals, PPT's and write ups.
- Sector Officers were trained as master trainers so that they can act as second line of defense at the time of Poll.
- Study material provided to all polling personnel in a specially made spiral bound book form
- Comics of the movie day of Poll provided to all for the first time.
- Setting up of EVM lab to make people familiar with its operations.

PHOTO 7 LARGE LCD TV (4 NOS) WERE USED IN EACH CLASS ROOM
3.1 Use of Biometric Machines:

Traditionally, when Polling Personnel used to report at training venue there would be a scene of motley crowd. People were found huddled here and there and chatting or roaming around asking for directions where they should report.

Administrative issues like issuance of I card, Poll duty order or Form -12 compounded the already miserable situation at training venues. Next burdensome task used to be the marking of attendance, on paper. These lists were then collected and compiled later. The absentees would be served with show cause notices with a delay of at least a week. Besides the other obvious shortcomings, the system was prone to human intervention, as people could be dropped or picked up at will, leading to accusation of favouratism etc.

**Downers**
- Poor management of crowd
- Focus more on administrative issues due to which the actual training suffered
- Delay in serving of Show cause Notice to absentees
- No system to guide people to the training classrooms
- Deployment of extra force for administrative issues like issuance of I Card et

**Vision:** Let’s not make people queue up anywhere and the duty order should itself be good enough to guide the poll personnel directly in the classrooms.

It was high time for adoption of some modern alternative. It was when District South West decided to use Biometric Personnel Management System for Polling Personnel.

Each Polling personnel who is drafted for Election duty, is given a 14 digit ID at the level of Chief election Officer, Delhi, which contains all the relevant data of the personnel i.e his Name, Age, department, Residence, Electoral part No etc. Such a long ID is quite unmanageable for the purpose of sorting employees for seating plan or for issuance of Form 12, for Postal ballot, which is printed with the help of a software duly approved by ECI.

A unique approach of creating a 4 digit District ID was adopted for making things manageable. This 4 digit ID was then tagged to the 14 Digit ID. A complete database of the employees was then prepared and these were divided into small groups, who would sit in 16 different classrooms.

The beauty of this novel idea lies in the fact that the employee is intimated well in advance that in which classroom he would be sitting. Large guide maps were installed in the premises informing poll personnel about Hall No in which he/she has to report. As a backend process
the staff of training cell would then sort the Form 12, I Card and study material etc, with the help of 4 digit ID and keep these ready for delivery in classrooms.

As soon as the employee approaches the Training Center, his Biometric is captured. One such machine was procured for each classroom. Data from these machine would be downloaded through a tailor made software for this purpose through USB port, and compiled immediately. The employee is called for a repeat training the employee is asked to mark his/her attendance on Biometric machine, which when connected to computer gives instant report of absentees.

Not only this, the system generates Show Cause Notice which is sent to the absentees, the very next day. Moreover, the SMSs are sent instantly congratulating the employees for attending the training or seeking his explanation, whatever the case may be. Similarly the message would go on the email id of the employee, making it fully e-governed for all purposes.

During the training sessions of first training sessions, Show Cause notices were issued, the very next day, and even before the next training schedule was organized, DEO office started getting visitors, requests, calls of the explanations, and people willing to join the training programme.

Besides the quick response time, the system achieved several other spin-off results. Clearly visible was impact on human psychology. It demonstrated the seriousness and impartial attitude of DEO-South West officials. It is important to mention here that this system effectively put an end to Proxy attendance, which weakens any serious training programme.

**Synopsis**

- No queuing of trainees
- Better management at training center
- Lesser manpower required for managing administrative affairs
- More time devoted for training
- Absentee statement generated through Computer after capturing Bio metrics
- Mitigates proxy attendance
- Show cause Notice generated immediately after session is over
- SMS sent to absentees instantly
- Email sent to absentees
The system was used for marking the attendance of nearly 7000 polling personnel during the training session of field polling officials. ID cards were issued immediately thereafter along with this, a soft bound book containing printout of slides plus Form-12 was also issued. Next training schedule was also announced.

3.2 Screen Shots of the Software:

FIGURE 3 : MAIN SCREEN-SHOT
The machine has connectivity via USB as well as LAN ports. The main screen has pull down submenus, which are

1. Utility: The admin passwords can be set here.
2. Data Capture: sub options to download data from the machine or to upload to the machine.
3. Master: to edit data about the personnel or company.
4. Data Transaction: for attendance entry.
5. Data Process: Register Creation and Back data process.
6. Administration: To administer the machine itself.

**FIGURE 4 SNAPSHOT OF MACHINE MASTER**

As there were separate machines for each room and the total were 16 machine. This sub-option allows the operator to access each machine and change its settings, if required. **NOTE**: The Machine downloads data directly into EXCEL file.
FIGURE 5: GENERATING PRESENT / ABSENTEE REPORTS DATE WISE

The Software enables to generate reports of present / absentees as per the required date, which can be changed as illustrated above. It can also generate reports, department wise. Furthermore, these reports can be in Text format or Excel format.
FIGURE 6: ABSENTEE REPORT CAN BE GENERATED FOR A SPECIFIED PERIOD

FIGURE 7: OUTPUT OF PRESENT / ABSENTEE REPORT
FIGURE 8: REPORT OUTPUT IN THE DESIRED FORMAT
3.3 Setting up of EVM Lab

Past practice

Conventionally there would be a person delivering lecture holding a mic on the podium, at the same time struggling to hold the EVM for demonstration. Alternatively there would be an assistant who would hold the EVM and trainer would explain it to the large gathering.

Downers

- People sitting at the end would not be able to see the EVM properly, let alone learn it.
- Trainees not able to say for sure that they had learnt the functioning of EVM
- ROs received large number of SOS calls from Poling parties reporting malfunctioning of EVM
- Theory without practical is sure recipe for disaster.
- Quick response Teams used to be formed for tackling issues related to EVMS
- Availability of EVM for number of trainees abysmally low
- No lab Sheets

Vision: Afford the opportunity to make maximum number of people familiar with EVM.

Yet another innovation was setting up of EVM lab at the Training Venue, where not only the employees on election duty but general people could also see how EVM functions. Representatives of Political parties were informed well in advance in this regard. During training sessions, everyone was given an opportunity to practice on EVMs. Thus people practiced in a group of 4-5 on four different EVM’s provided for this purpose in each room, this was over and above the working demonstration by Master Trainers. Functioning of EVM was explained by one-on-one method.

Lab sheets were distributed to the trainees asking them to undertake a few experiments and see the results.
PHOTO 9: Entrance of EVM lab

The objective behind setting up of EVM Lab was to make Presiding officers learn about the following points about the EVM.

- How to conduct Mock Poll.
- How to clear EVM after Mock Poll
- Sealing the Result Section.
- Sealing the Candidate set Section.
- How to rectify the errors such as; Linking errors, Pressed errors, Memory errors
- To increase familiarity with EVM
Apart from making the Polling Personnel learn the functioning of EVM, the other objective was to make them familiar a few more thing, such as:

- Green paper seal, strip seal, address tag and special tag.
- PO dairy, Marked copy of Electoral Roll, ASD List.
- Various covers such as statutory and Non Statutory cover etc.
PHOTO 11: EVM lab log book and certificates

PHOTO 12: EVM operations explained on board
PHOTO 13: Small batch size of 3-4 Polling Personnel

PHOTO 14: Close up of enrolment sheet and attendance certificates
PHOTO 15: EVM operations – showing training awareness of polling personnel

Most often when we talk about EVMs, we tend to forget about its accessories i.e Special Tag, Strip seal, Green seal and address tags etc. All this material was placed in the EVM Lab

**Synopsis**

- People were allowed to practice at their own pace and will. Just like the concept of a Library, where people may come and learn, in their own way.
- Master trainer were made available full time
- Lab sheets provided for better hands on experience
- Lab manuals were organized at the end of sessions, so that the participants could test their waters.

**Result:-**

This time the number of calls reporting instances of EVM malfunctioning were very few (hardly 1-2 cases per AC) on the day of Poll, that too, this was because of procedural issues.
CHAPTER 4 Postal Ballots

4.1 Distribution of Form 12:

<table>
<thead>
<tr>
<th>Past Practice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Although provisions for issuance of Postal ballots to the employees on Poll duty has been around but hardly any efforts were put in seriously in this directions. It was taken for granted that once you are on election duty you would have to forgo your right to franchise.</td>
</tr>
</tbody>
</table>

Vision: \textit{Let the System work for people, instead of people getting Worked Up!}\

“Every vote counts in a Democracy”

How we did it:-

In order to enable a polling official to exercise his/her right to vote, Form-12 is issued to get the details of prospective voter, so that a Postal ballot paper can be issued. Pre-Printed forms were generated with the help of a database using the software of NIC duly approved by office of Chief Electoral Officer, Delhi. One Box file was kept for each AC for collection of Form-12 in the classroom itself. Similarly one Box file was kept for other Districts.

All the Form 12 received whether at our own facilitation center or from outside Districts, were stamped with the stamp of originating organization (wherefrom Form 12 was filled) so that Postal ballots could be sent to the proper destination. At the end of the day all the Form 12 were sorted and sent to respective DEOs for onward transmission to concerned ROs for issuance of Postal ballots

The data from all the Form 12 was painstakingly captured in excel sheet to monitor the figures of these Forms delivered to various Returning Officer.

\textit{Highlights:}

- Form 12 pre-printed with the help of NIC software
- Form 12 sorted as per seating plan class wise and kept in each classrooms
- Blank Forms were also kept, just in case any pre printed Form was not generated
- Search Facility Provided for those who did not know their AC/Part/SN
- AC wise Separate Boxes kept for collection of Form 12
- Stamp of Originating organization put on all Form 12 for issuance of PB
The next figure explains the exact process of casting of Postal Ballots followed at South West district. It is important to mention that these instructions were written down and handed over to the Master Trainers in Training Halls, a copy of which is also available in the Annexure.
Master Trainer (Room In-Charge ensures the distribution of Postal Ballots (Pink Envelops) to Polling Personnel in respective rooms

Take the receiving of Postal Ballots in the format given in Form 17-A
A person has the right to cast the vote or not but must give the receipt

Read Out Following steps to all voters in the room
So that everyone is clear what is to be done.

Take out Form 13 A and 13-D (instructions for filling PB) and Cover A & B (pink envelopes). Sign on 13 A in presence of Gazetted Officer and Get it attested

Take out Postal Ballot from Cover A (as per Form 13B) and mark it in secret compartment

Write Sl. No. of the Postal Ballot paper on Cover A, if not already written

Put PB in Cover A and seal with gum

Put Cover, A containing Ballot Paper and form 13-A in Cover B

Put Signatures on Cover B and seal with gum

Drop it in the Ballot box ACs wise kept in the room

FIGURE 10: POSTAL BALLOT PROCESS
South-West district went a step ahead to not just make the process easy for prospective elector, but also automate it. During the first training pre-filled forms were issued, wherever possible. Just in case the EPIC details were not available with DEO office, a special counter was setup, with Computer and Internet facility, so that a person can get his/her details from the Website of State Election Commission of Delhi and fill the details like AC No, part No. etc accordingly. Elaborate announcements were made to this effect in all classrooms.

*It is important to mention that Nodal Officer for Training Cell and Postal Ballots were same, so that left knows what the right hand is doing.*

### 4.2 DISTRIBUTION OF POSTAL BALLOTS:-

Once Form 12 were signed by the people on Election duty, these were then collected ACwise at the facilitation Center. Subsequently these were sent to respective returning Officers for issuance of Postal Ballots. The returning Officers got the required number of Postal Ballots prepared and handed it over at the facilitation center.

The DEO staff then sorted these envelopes containing Postal ballots, classroom-wise with the help of 4 digit District ID, originating organization and the same were issued to the concerned employees. Extra time was given for marking of Ballots.

We installed one Ballot Box for each Assembly Constituency in District (SW) and one box each for other Districts for casting of Votes. In total 144 ballot boxes were used in 16 classrooms, two Gazetted Officer was seated in every classroom for attestation of 13 A.

Representatives of Political parties were intimated well in advance so that they could witness the entire process, if they wish to.

### 4.3 HOW WE DID IT

We evolved a process for balloting by the polling personnel, for which we introduced some innovative annexures for monitoring of ballot account:-

**Annexure-1**: PB Casting-Voters signs as a token of having cast his vote, at the facilitation center. This is filled up in both the morning and evening sessions.

**Annexure-2**: Cumulative figure of Ballot Cast information from morning and evening sessions is clubbed in this Annexure which gives out cumulative figures of ballots cast on a particular day.

**Annexure-3**: Cumulative AC wise figure of ballot cast. From Annexure -2, figures of Ballots cast, room and AC wise are collected separately for morning and evening session.
**Annexure-4: for PB counting assistance** Figures from both the Annexure-4 of morning and evening give out cumulative figures of ballots cast, AC wise.

**Annexure-5: Format for depiction of physically counted votes.** Forms the basis for filling up of Format-1 as required by ECI. It is done after physical count of ballots.

The ballots were taken out from these boxes after the training was over in presence of the representatives of Political parties. The account of votes was made daily in a register in Format-1. A copy of the register was provided to the representatives of the political parties / contesting candidates. Nodal Officer (PB) prepared Format-2 on the basis of Format-1 and attached it to the envelopes containing Postal Ballots, before sending it to the respective Returning Officer.
CHAPTER 5 PROCESS FOR TRAINING

Background

India is the largest Democracy in the world and for undertaking such a massive exercise of electioneering here, requires an equally large machinery of officials. The interesting part is that it is carried out by the people on Govt. job, who are otherwise not expected to have any interest in political activities. These people are imparted on the job training. It is like working in a theatre where there are no retakes. There cannot be any chances of errors, so the training of polling personnel obviously gains utmost importance.

We have been conducting elections with ballot papers in earlier and then we changed and switched over to Electronic Voting Machines (EVMs) which required officials to learn its functioning, sealing process etc. The training process has seen a sea change in the way trainings are done since then.

However there are always some bottlenecks in the process of training

- Complacency on part of Polling official leading to indifferent attitude
- Resistance for change to new policies or the technology
- Administrative lapses like receipt of Training notice post facto.
- Training material either not provided sufficiently or lacking relevant content
- Too long training sessions
- Some of the stakeholders not imparted training

Every election sees something new being introduced, as for example “None of the above” option called NOTA in short, has been brought in, this year. Apart from it the issuance of Postal ballots was also one of the core areas. The training material was designed keeping in view the following:-

How we did it

The task of training was broken down into separately workable components. Bottom up approach was followed and individual components were executed in a cyclic process. The macro and micro level planning for training was visualized.
5.1 The Macro Picture of Training Process

At macro level we first shortlisted various stakeholders such as ROs, AEROs, Sector Officers, PROs, APROs, POs, EMC Police personnel, Reception and counting Staff, who would be required to be imparted the training. Once these were visualized, the next process is at micro level as to what should be the training material, where should they be called for training, how notice for training would be served so on and so forth. The process has been explained below through a diagram. The circular arrow at each stage signifies that the process was repeated. whereas, the microprocess was followed at each stage.

FIGURE 11: THE MACROPICTURE OF TRAINING PROCESS
5.2 The Micro Picture of Training Program

FIGURE 12: THEMICROPROCESS OF TRAINING
The Training Procedure is as follows:

- For conducting training the first step is to prepare a training schedule and have preliminary meeting with training coordinators, Supervisors & Head Master Trainer. A training schedule and arrangements to be made at a training venue are discussed & modalities are finalized.
- A training schedule (Reference Annexure 30) describes the date, time and venue of a training to be held with a mention of the topics to be covered, type of training material to be used, the resource person etc. The information about the training schedule is given to the target group, who is contacted through telephones & SMSs to reach at the venue as per the program.
- A Room-wise master plan (Reference Annexure 30) is distributed to all the Master Trainer. The plan is prepared by specifying the deployment of Master Trainers, Bio-Metric Attendance Assistants and Room Supervisors. The Master Trainers who will impart training to the target group as per the schedule are called in for a briefing & training before one day to the main training centre.
- A meeting notice (Reference Annexure 30) describes the agenda of the meeting, date, time, venue and the list of the Master Trainers to be called is prepared. All the Master Trainers as per the list are contacted through telephone & SMSs are called for briefing by Nodal Officer (Training) on the administrative issues and further training on the contents of the topic by state level Master Trainer (SLMT) & Head Trainer.
- A training schedule, meeting notices, room wise master plan & the photocopy of the training material is distributed to the participant Master Trainers. The Xerox material and the lecturer delivered by the expert person helps the Master Trainer to gain knowledge & confidence which is a must for them to impart training to the polling personnel such as Sector Officer, PROs, APROs, Micro-Observer, Reception & Counting Staff.
- The target group is divided into batch sizes of 50-60 persons per class and 4-5 Master Trainers are allotted on class to deliver lecture and give hands on EVM practical training to participants. The Biometric attendance is taken by Assistants. Each room is supervised by Room Supervisors who ensure arrangements are made as per plan and quality training is imparted to each participant.

5.3 Hierarchical / Modular Approach to Training:

As illustrated in Figure 12, our approach has been to go step wise and raise the effort at every level, since the number of people involved increase at each stage as we go down the hierarchy.

- At first level RO were trained along with officials of expenditure monitoring committees at this stage material was Booklets prepared for this purpose.
- At second level Master Trainers were trained who were to impart training to all other polling officials
- Next stage was Intensive Training of Master Trainers. This was ensured by way of introducing quiz session followed by exam of multiple choice questions. High scorers
from this exam (around 5 of them) were picked to further intensively train other master trainers. In the next section only those Master Trainers were called who did not perform satisfactorily in the earlier sessions.- Reference Annexure 6vi

- Next level of training was Training of Sector Officers. In addition to Printed Booklets, Power point presentations, this time Lab Manual detailing out various exercises and step by step preparation of EVM’s were given. Reference Annexure 7vii

- Now Master Trainers were called in to train officials of Expenditure Monitoring Committee. Specially prepared material was handed out them along with soft material prepared for this purpose. Along with EMC, police personnel deployed with them were also trained, to appraise them of their duties and responsibilities and penal provisions.

- Next level was training of PRO’s and APRO’s by MT’s. Sixteen different class rooms were identified each with a normal sitting capacity of 70 extendable to 100 should the need be. Each room was well equipped with four 42 inch LCD TV’s, Public address systems and Laptops with Preloaded Training material. The class rooms any way were state-of-the-art because they have been in use by premier Technical Institute of GNCTD / MHRD.

**FIGURE 13: MICROPROCESS OF TRAINING FIELD LEVEL POLLING PARTIES**

The methodology followed is depicted in above diagram. This technique is drawn from the concept of project management.

Step1: Making familiar with Material to be used for poll
Step2: Making familiar with Pre-Poll arrangements
Step3: Making familiar with actual day of poll
Step4: Making familiar with Birds eye view of legal provisions like authority and responsibility of Presiding Officer and Returning Officer and other penal provisions.
Reference: See Annexure 8vii

PHOTO 16 BRIEFING BEFORE TRAINING SESSION
CHAPTER 6 PERSONNEL MANAGEMENT: IN SEARCH OF RIGHT PEOPLE TO DO THE JOB

Past Practice

There are no full time employees in Election commission of India for performing the field duty of carrying out the elective process to send representatives of people to the law making bodies. While the entire election process appears to be a complex exercise, the task is more daunting when one considers a series of time-bound activities to be performed at each level of responsibilities, including operation of EVM’s. This becomes a challenging proposition for a government employee who is not familiar with the process, as they are picked up for job, just because they are government Employees. Its like wishing that ECI had efficient, skilled and confident task force at their command perpetually.

How it was done differently:

- Even prior to formal announcement of Delhi Vidhan Sabha Elections 2013, we were on a lookout for requisitioning the right people for the job. First to be called in district southwest was a state level master trainer (SLMT), who would be the fountain head of the training programme.
- Next, the search was narrowed down to Department of Training & Technical Education (DTTE) as they have teachers, who are good at public speaking and are technically trained as well. A meeting was held with all such teachers to brief them about their upcoming role.
- We adopted an innovative strategy of putting Sector officers as Master trainers also, as he is our key person on the day of Poll. If he knows each and everything he can deal with any kind of situation on the field.

6.1 Raising the Bar/ performance level of Trainers themselves.

Training for these, hereinafter called Master Trainers was organized on 5-10-2013 for about 70 of them.

Apart from excellent training by SLMT and other South-West district officials, we showed the movie “The Day of Poll’ which is available on YouTube also, to the trainers. They all went through all the ‘Training Personnel’ material exhaustively. This was followed by an examination/ quiz, wherein 5 highest scores were picked.

Those whose scores were less than satisfactory were also picked up and were called again for the training session. However this times the highest scorers were asked to impart training to the rest of them.
PHOTO 17 A TRAINING SESSION IN PROGRESS
CHAPTER 7 CONTENT DEVELOPMENT

FIGURE 14: CONTENT DEVELOPMENT GETS FOCUSED ON PERSONNEL

7.1 LIST OF SOFT MATERIAL USED FOR TRAINING – FOR POLLING OFFICIALS:

TABLE 2 SOFT MATERIAL USED IN TRAINING

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Type of Material</th>
<th>Name/ Description</th>
<th>Remarks</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Movie</td>
<td>Day of Poll</td>
<td>1 Hr</td>
<td>Annexure 9&lt;sup&gt;ix&lt;/sup&gt;</td>
</tr>
<tr>
<td>2</td>
<td>PDF file</td>
<td>Pictorial Guide to Conduct of Poll</td>
<td>15 Pages</td>
<td>Annexure 10&lt;sup&gt;x&lt;/sup&gt;</td>
</tr>
<tr>
<td>3</td>
<td>PDF file</td>
<td>Model Code of Conduct, MCC Original</td>
<td>5 pages</td>
<td>Annexure 11&lt;sup&gt;xi&lt;/sup&gt;</td>
</tr>
<tr>
<td>4</td>
<td>PDF file</td>
<td>Handbook for Presiding Officers at Elections where EVMs are used</td>
<td>190 pages</td>
<td>Annexure 12&lt;sup&gt;xii&lt;/sup&gt;</td>
</tr>
<tr>
<td>5</td>
<td>PDF file</td>
<td>FAQs (Frequently Asked Questions)</td>
<td>29 Pages</td>
<td>Annexure 13&lt;sup&gt;xiii&lt;/sup&gt;</td>
</tr>
</tbody>
</table>
### 7.2 Soft Material for Election Expenditure Monitoring Committee [EEM]

#### Table 3 Soft Material Used for Training of EMC

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Type of Material</th>
<th>Name / Description</th>
<th>Remarks</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>PPT</td>
<td>BRIEFING OF DEO/ROs/MTs Assembly Elections - 2013</td>
<td>89 Slides</td>
<td>Annexure 21xxi</td>
</tr>
<tr>
<td>2</td>
<td>PDF</td>
<td>Model Code of Conduct</td>
<td>5 Pages</td>
<td>Annexure 22xxii</td>
</tr>
<tr>
<td>3</td>
<td>PPT</td>
<td>Paid News Political Advertisements and Surrogate Advertisements from ECI</td>
<td>21 Slides</td>
<td>Annexure 23xxiii</td>
</tr>
<tr>
<td>4</td>
<td>PPT</td>
<td>The Election Commission measures to combat Money Power during the next general elections (Delhi-2013)</td>
<td>62 Slides</td>
<td>Annexure 24xxiv</td>
</tr>
</tbody>
</table>
7.3 Quality Of Training Material:

- The training material consists of one hour movie “Day of the Poll” approved by EC, this was also used in 2008 / 9 elections in Delhi.
- A Special Comic Strip of “Pictorial Guide to the Conduct of Polls” (20 Pages PDF file) based upon the movies, was also prepared should a person miss any point in the movie. This will also act as a ready reference for the Pros and other polling personnel on the Poll-Day.
- There is another movie “Preparation of EVM at RO Level” which was shown to Sector Officers, who prepared EVMs for actual Poll.
- **PPTs in Hindi (200 Slides)** and English detailing out Duties and responsibilities of PRO and APRO i) on the day of appointment ii) One Day Prior to the Poll iii) Early morning of the Poll iv) During Poll and v) after the poll. It also contains slides about EVM operations.
- Three case studies related to special events during 2008 Vidhan Sabha Elections. Some of this material like Handbook for Presiding officers was already available from ECI and State Election Commission. However the other soft material was prepared (6-11) was prepared at DC South West office, well before the formal announcement of Delhi Vidhan Sabha 2013 elections. Thus, material was available right in the first meeting of DEO / RO / EMC officials. Of special mention is preparation of Power Point Presentations in Hindi (200 Slides) about the poll process and EVM operations, duties and responsibilities of PRO, APROs, PO1 and PO2. This suited the requirements of local population, and was painstakingly made by DEO South West officials in just two days.
- It was ensured that proper handouts, both in CDs and print form were given to each participant, as support material, so that they can do their homework, should they feel the need for it. In some cases, material was also given out on Pen Drives as and when some when requested it.
- **Additional PPTs** containing Legal provisions, do’s and don’ts, Observation of Model Code of Conduct by Sector Officers, Presiding Officers, facilitating voter’s conveniences and maintain sanctity of the Ballot. Use of EVM’s, How to prepare various sealed envelopes after the poll is over.
- At each stage EVM’s were used to provide hands on practice to the participants.
- LAB manuals and Lab sheets were provided to the participants exhorting them to undertake experiments with EVMS for better understanding.

**Highlight:-**

**District Southwest has produced a brilliant documentary film on issuance of Postal ballots, which would come in handy, in all the upcoming elections in future.**

- Annexure25 Movie and Comic Strip
CHAPTER 8 SEGMENT WISE TRAINING - RESULTS

8.1 TRAINING OF MASTER TRAINERS:

Master Trainers are key to the entire process of successful training. Right from start, the aim was to create a brand value of these Master Trainers. Towards this end, in the very first meeting on 23-09-2013, at the conference room of DC office, Kapashera, when South West district officials met MTs, entire soft material was discussed with them. This was followed by a quiz comprising of 30 questions, of multiple choice, administered for 30 minutes. The response was evaluated immediately thereafter, and 5 highest scorers were selected and informed accordingly.

Next day these Master Trainers interacted with rest of their lot, and another round of intensive training was organized. Again all Master Trainers were put through another round of written quiz session, and those found satisfactory were asked to come on board.

Based upon experiences of previous elections following case studies were prepared and discussed extensively in each training session by Master Trainers. Master trainers were asked to wear Red handbands, making them stand apart from the rest of the crowd. People could immediately identify the master trainer and ask any questions even after sessions. Secondly this Branding gave them a sense of belonging and pride.

Highlights

- Master Trainers trained in multiple training sessions
- Self-Evaluation and critical evaluation done in order to improve further
- Training material prepared after due deliberations
- Brand of Master trainer established

Annexure No.26:xxvi. Quiz 1 & Quiz 2

Result :Master Trainers felt confident and successfully carried out training of Sector Officers, PO’s, APRO’s, and other polling officials as reflected in their feedback forms and other responses.

8.2 TRAINING OF RO’S, EMC(Expenditure Monitoring Committee) AND POLICE OFFICIALS

Past Practice

Earlier ROs used to enforce the MCC on the basis of written instructions from ECI. There was no inter District or intra-district uniformity in its implementation, in absence of any standardized training.

Returning Officers were earlier provided with handbook of RO only and largely they were not involved in any training of separate stake holders.
Downers

- People put on the job were not well versed with relevant provisions of law, even if they saw some electoral malpractice relating to money or muscle power.
- Politicians easily got away with the elections offences going unnoticed or un reported.

Vision:-

- Dedicated team of Polling officials were imparted training on relevant provisions of law
- Never before has any training being given to Police Authorities by civilian authorities. This time Master trainers were sent to Police Training Camps and they were also invited to our Training centers for better interaction between both the entities.

The notion of checking abuse of money power was strictly enforced this time, and thus officials, particularly tax, revenue and accounts officials were called in from Central and State Government. Committees were formed at District Level as well as RO level. These officials were imparted training by Master Trainers on 26-09-2013 using the soft material as well spiral bound (50 pages). The afternoon session was organized for police officials. Various Penal provisions were also discussed extensively thereby enabling them to do their job effectively.

Result: The sheer visibility of our teams in the area has acted as a deterrent and the instances of misuse of money or muscle power has been reduced to a zilch.
8.3 Training of Sector Officers

District Southwest gave a new definition to the Sector Officer, he is an Officer who is:-

- **SECOND LINE OF DEFENCE**
- **CONTROL ROOM LINK**
- **TROUBLE SHOOTER**
- **ORGANISER**
- **RESOURE PERSON**

With this philosophy, the Sector Officers deployed in South West District were given first round of training on 23-09-2013 by MTs, two sessions of Morning and afternoon. Special emphasis was laid on the fact they act as an interface between RO and Polling Party, and thus a part of their responsibility lies in the domain of ensuring enforcement of Model Code of Conduct (MCC). The roles Sector Officer played are:-

- Watchdog on election malpractices during pre and poll period
- Part of Expenditure Monitoring team
- Some acted as master trainers as well
- Link between RO and Polling party
- Specialist in preparing EVM for Poll

8.4 Training of All Polling Officials:

These sessions were organized on 5th, 6th, 7th & 9th November 2013, in 16 separate rooms simultaneously in two sessions of Morning 8.30 AM-1.30 PM and 2.00 PM to 6.30 PM. Each room had well equipped facilities; each fitted with 4 LCD TV’s (42’), Public Address System, and a LAPTOP to run the soft material files.

It was observed that there were more than 200 slides on a single topic like Poll process. At this stage, super specialization was introduced, by way of clear division of work, amongst Master Trainers by assigning them individual responsibilities. The concept of Trainers (T1, T2, T3 and T4) was introduced, requiring them to carry out the job intensively.

Not only this, the sequence in which the subtopics would be discussed in the training classrooms was also pre decided.

**TABLE 4 : SPECIFIC TASK OF SPECIALIZED MASTER TRAINERS**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>T1</strong></td>
<td>Present Slides 1-100 in Hindi, explain each one</td>
</tr>
<tr>
<td><strong>T2</strong></td>
<td>Present Slides 101-200 in Hindi, explain each one</td>
</tr>
<tr>
<td><strong>T3</strong></td>
<td>Coverage of “Pictorial Guide to Conduct of Polls” &amp; Case Studies 1,2,3</td>
</tr>
<tr>
<td><strong>T4</strong></td>
<td>Form-12 related activity</td>
</tr>
</tbody>
</table>
8.5 Training of PROs & APROs

First training was largely dominated by administrative issues like issuance of I cards, Form 12 etc. Although the whole exercise was automated yet it was apprehended that people might have missed some key issues during the first training.

We organized an additional training of PROs and APROs, before the second training scheduled by ECI. Also covered in these sessions were personnel, absent in earlier training sessions. This was done with a view to make PRO and APRO fully understand all the issues related to actual Poll.

**TABLE 5 SPECIFIC TASKS OF MT**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>T1</td>
<td>Overview, Attendance, Pictorial Guide to Conduct of Polls, Special PPT for PRO &amp; APRO</td>
</tr>
<tr>
<td>T2</td>
<td>Poll Day Arrangements and Case Studies 1, 2, 3</td>
</tr>
<tr>
<td>T3</td>
<td>Hands On Practice on EVM, Movie “The Day of Poll”</td>
</tr>
<tr>
<td>T4</td>
<td>Hands On Practice on EVM</td>
</tr>
</tbody>
</table>

8.6 Training after Poll Party Formation

This was organized on the pattern as that of earlier sessions. The second training is organized after second randomization of Polling Personnel and Polling Parties are formed and they are informed of the Assembly Constituency in which they would serve.

Training was organized ACwise and Polling parties were seated together. The underlining idea was to make them familiar with each other, so that they can exchange phone numbers etc, for future coordination

8.7 Training of Polling Party as a Functional Unit-Final Phase

Final round of training, last minute instructions were given on 1st December 2013, just two days before the Poll day. By this time the Polling staff is already familiar with all the procedures. It is occasioned for allotment of Polling Station to the Polling Parties. Any last minutes instructions are also given at this moment.

At this stage, polling material kits consisting of all the requisite material, except for EVMs and a few more things, the Sector officer provides on the Poll day, were distributed.

8.8 Training of Micro Observers:

The Training of Micro Observers was organized on 28 November 2013 at Room 128, at the same venue. It was attended by officials deputed by Central Government, which was also attended by DEO South West and Observers deputed to South West district by State Election
Commission. Nearly 75 MOs attended. They were trained by Master Trainers on 109 PPT slides especially prepared for the purpose. This was followed by EVM demonstration and Hands on Practice by MOs themselves. The session concluded with a 30 MCQs quiz administered to them, which was evaluated later on.

Reference Annexure 27xxvii

8.9 TRAINING ON POLL DAY SMS MANAGEMENT

Every Presiding Officer was given training on Poll Day SMS, a new initiative by State Election Commission. Therefore a Mock Drill session was conducted on two days prior to actual poll.

Reference Annexure 28xxviii Material for Poll Day SMS

8.10 TRAINING FOR RECEPTION AND COUNTING STAFF:

This was organized on 30 November 2013 in five different halls each having a seating capacity of 120 people as per the training schedule prepared for this event. Five Master Trainers per hall and one room supervisor were deputed to conduct the training programme. The event started with making of ID cards for each participant. The MTs delivered the presentation comprising of 70 PPTS and 13 PPTs especially prepared for dispatch and receipt of Polling material including EVM. This was followed as usual by hands on EVM training.

Reference ANNEXURE 29xxix: Material for reception and counting staff

8.11 KEEPING THE GUARD: THE GUARD FILE

A meticulous and detailed system of communicating the written orders has been maintained at DEO office, a copy of each letter is kept in Guard File. A scan of thus guard file is appended in Annexure No30xx

PHOTO 18A SESSION BEING OBSERVED
CHAPTER 9 METHODOLOGY AND ADMINISTRATION-WITH A HUMAN TOUCH:

This mammoth exercise requires well-coordinated administrative machinery which caters to the actual need of intended beneficiary. Given below is an overview of this effort:

Key FEATURES – Infrastructure

- Centrally located building in the heart of Dwarka Sub city
- Proximity to Dwarka Sector-10 Metro Station –aprox. 200 mts
- Spacious lift for all three floors
- Ramp for Disabled
- Well lit Rooms
- Ample parking space

FIGURE 15: INFRASTRUCTURE OVERVIEW
9.1 Preparation of Material:

Past Practice

Earlier the material for training used to be prepared for the trainer and from the point of view of the trainer only. Traditionally the trainings have been conducted on the basis of Power point presentation in English only. Mostly the trainer would read from the power point in English and would occasionally stress on a few point in local language. Even if the trainer was delivering the lecture in local language, he would at best be translating the literature. In the process the focus gets lost in translation.

Downers

- Material prepared from point of view of trainer only
- Material would often be in text format only
- Trainees would often not get the copy of what was taught
- Sessions were more like monologues of the person on dais.
- Least interactive session

Vision: To talk to trainees in their own language

We changed our focus from trainer to the trainee, while preparing the training material. We took great pain in translating all the training material in Hindi and typing it for making it available to the Polling officials. Hindi is well understood by all in this part of India and it made sense to distribute training material in Hindi.

"A picture is worth more than a thousand words"

A movie titled “Day of Poll” which has already been there since 2009, was shown in training sessions. Not only this, a copy of the movie was given in CD format to the Polling Officers.

We hit upon a new idea and got the Comics of the same movie printed and distributed to all the Presiding Officer. The Polling official could instantly relate to the core issue through these Comics, if he has seen the movie.
In the same manner another movie titled “Preparation of EVM at RO Level” was shown to the Polling Officials and again the Comics of the movie was also distributed for the first time in Delhi. Hard copy of relevant material was supplied in a spiral bound book. All the material was prepared well in advance at DEO level of south district officials.

### 9.2 Infrastructure Administration

**Past Practice**

Conventionally we have been picking up training venues, on the basis of size of the ground only, for erecting tents for practically every aspect of electioneering. People used to be seated in big pandals, where training was imparted by a trainer, standing on a high podium. People were just onlookers and many a time, they would not get to hear what was being said on megaphones, which would blare more hisses and whistling sounds. The least said about civic amenities, the better.

**Downers**

- Open environment makes trainees vulnerable to extremes of weather
- Overcrowding at a single place, is non-conducive to proper learning
- Interaction rate between the trainer and trainee, lowest
- Chaos in administrative matters like issuance of I card, Form 12 etc.
- Emergency situations like fire or medical exigencies often ignored

**Vision:**

“I never teach my pupil, I only attempt to provide the conditions in which they can learn”

Albert Einstein

Our vision was to create proper ambience and provide excellent atmosphere for learning. The training venue was finalized after taking the following into consideration:

- Accessibility of the venue and its central location
- Availability of Space for Parking
- Availability of ample Classrooms for training
- Availability of Ramp and Elevators for carrying of equipment etc.
- Power back
- Basic civic amenities

### 9.2 Availability of Accommodation:

Keeping in view all the above the Venue i.e. Integrated Institute of Technology located in sector-9, the heart of Dwarka Sub city of south west district, was finalized. The building is utilized by two premier Technical Institutes of Delhi Govt. and MHRD. It's just 200 mts away
from Sector-10, Dwarka Metro Station. It has very modern building with excellent infrastructure. The venue has everything we need for imparting training. IIT Dwarka has large rooms with excellent seating arrangements.

16 Classrooms were established for imparting training to the polling personnel. Comfortable seating arrangement was ensured for small batches of 50-60 people per room.

Besides it has ample parking space, in and around the building. Then there are Elevators and a Ramp in the building, ideally suited for carrying equipments. amplifiers, computers, LED TVs to the training classrooms. IIT Dwarka has huge lawns well suited for reception of Polling parties at the end of D day. The building also houses strong room for EVMS of the districts

**9.3 TVS, LAPTOPS AND AUDIO SYSTEMS:**

The ECI has time and again stressed upon imparting of training in small batches, so we made it a point that not more than 50-60 people should be seated in a single classroom. We went a step further and installed 4 large sized Plasma / LED TVs placed strategically in each room so that people could watch the training material/ PPT in a more convenient manner.

Instead of computers, which occupy large space and have wires entangled here and there, Laptops pre-loaded with (STM) Standard Training Materials were installed in each classrooms, even before Master Trainers came to the classes.

Similarly arrangement for sound system was ensured so that the master trainers could interact with trainees. Moreover, Cordless mics were also made available to trainees, who were encouraged to shed their inhibitions and ask supplementary questions from the trainers. In short, all efforts were made to make the sessions more and more interactive.

Installation and commissioning of these equipment was outsourced, so that the DEO staff could concentrate on their core strength, and not get entangled with mundane task of arranging and upkeep and safety of these items.

**9.4 CONDUCIVE ENVIRONMENT AND BASIC AMENITIES:**

Arrangements were made to ensure quality of Basic Amenities:-

- Toilet
- Power Supply
- Drinking Water
- Tea & Snacks

Although institute has neat and clean toilets but in view of large number of footfall, special arrangements were made to keep the toilets hygienically clean. Separate Power lines for power back were also got installed for ensuring continuous and uninterrupted power supply. Power was available 24x7. Water was made available in preplaced disposable tumblers, five times the number of attendees each day. Besides this Tea and biscuits were made available
each session to all participants. Lunches were also provided to the master trainers who were pressed into service for morning and evening sessions.

Apart from regular arrangements, Fire tenders were stationed in the premises for dealing with any unforeseen emergency situation.

A Mobile Health Van from CATS was also stationed for any medical emergency.

**Summary**

The underlying difference we tried to make was to give training a human face and we are more than satisfied that we have been able to achieve the goal we strived for. Unless and until the stakeholder have comfort zone between them, any training would be just mechanical and would not yield desired results.

**9.5 Better Management of Polling Personnel:**

Although some of the issues related to management of Polling Personnel have already been discussed in foregone chapters yet a few things connected with the Infrastructure deserve to be mentioned here. It has often been seen that Polling Personnel who are having some problems; real and technical, like errors in their Personal details e.g. Name, Address, Voter Serial Number Part Number etc have to run here and there for getting these resolved. This time a few things were ensured:

- NIC Center at the training Venue itself
- Competent officer for listening to the problems of people on election duty

NIC Center was established in the training building itself, for catering to the poll officials who may like to get some corrections carried out in their I Card, Form 12 etc. A system was devised by way of NIC center sent SMS and emails to the Polling personnel, congratulating them on their attending the session or seeking their explanation, in case they did not turn up. The system also generated show cause notices to the erring officials, which were dispatched to them the very next day.

“**Health is worth more than learning**” Thomas Jefferson

Since electioneering is a hard business, officers tend to leave their softness behind and become heartless in the process. The poor ailing fellow rushes from pillar to post to get some respite on just medical grounds. Although it can also not be denied that there may be some black sheep also, feigning ailment, in order to get exemption from duty.

“**Let a hundred criminals go scot free, one innocent should not be prosecuted**”.

In line with our philosophy of training with a human touch, a special officer was seated at the training venue to compassionately hear the problems of the staff on election duty and award exemption wherever it was just and well deserved.
CHAPTER 10 CONCLUSION AND THE WAY FORWARD

The result yielded is the litmus test for any training programme. We made consistent endeavor to impart quality training to the officers on election duty and the outcome reflected in the way elections were conducted, can be described as stupendous. The highpoint of our initiatives are:-

- Training imparted with the aid of modern technology, saving time and manpower.
- Biometric attendance and District reference ID ensured better management of administrative matters like issuance of Form 12, I cards etc.
- Training was designed with the bottom up approach, keeping the lowest denominator in mind, resulting into better transfer of knowledge.
- Standard Training Material was designed using multiple media like audio-visuals, Comics strips, Power points, Text materials, after deliberations with experts and targeted trainees.
- Lesser number of instances of EVM malfunction
- Biggest success of any innovation is its replicability. Our training material has already been copied in at least 4 out of 9 districts of Delhi.
- “The secret of education lies in respecting the pupil” said, Ralph Waldo Emerson. Keeping in view, we tried to give training a human touch.
- Arrangement of basic amenities ensured.
- Fire tender, Ambulance were stationed at training venues.

No efforts, particularly new ones are ever complete without a few glitches and hiccups. We do not claim either. At the very outset, it has been a very enriching experience for the entire team of South West District. For instance while we received applaud from Observers, Political Parties and general public at large, we did face criticism and had our share of brickbats. Some complained of us, being too rigid in our approach, not allowing a change in a programme schedule midway, while others complained of not allowing any room for exemptions in poll duty due to automated system. Likewise Biometric attendance system needs integration into overall election process, since some people did receive Show Cause notices even though they had been granted exemption mid way by SDM elections and some of them had attended training also.

All in all, we feel we have been able to achieve what we set out to. The Training Program, in our opinion will never be the same again. We have livened it up and made it interesting and useful for the participants. We have tried to create a revolution of sorts in the way people approach training for election. We hope that this revolution will be carried out across the country and training will be joyful and meaningful for the entire election machinery.
List of Annexures:

1. Postal Ballot Casting
2. Cumulative figure of Ballot
3. Cumulative AC wise figure of Ballot Cast
4. For PB counting assistance
5. Format for depiction of physically counted votes
6. Exam for Master trainers
7. Lab manual for Sector officers
8. Micro process of training field level Polling parties
9. Movie Day of Poll – 1 hour
10. Pictorial guide to conduct of Poll – PDF file 15 pages
11. Model code of conduct (MCC) - PDF file 5 pages
12. Handbook for presiding officers – PDF file 190 pages
13. Frequently Asked Questions (FAQs) – PDF file 29 pages
14. Presiding officer’s checklist – PDF file 19 pages
15. Poll day arrangements – PPT 20 slides
17. Case Studies from earlier elections – Additional presentations – MS word file
18. Quick Summary of Final points for poll personnel – PPT 70 slides
19. Special points to be emphasised for PRO and APRO – PPT 56 slides
20. Sector officers training material – PPT, MS Word – 6 different sessions
21. Briefing of DEO / ROs / MTs – PPT 89 slides
22. Model code of conduct – PDF 5 pages
23. Paid News, Political and surrogate advertisements from ECI – PPT 21 slides
24. ECI’s measures to combat money power – PPT 62 slides
25. Movie – Casting of Postal Ballot
26. Quiz 1 for Master trainer
27. Micro Observers
28. Poll Day SMS Management
29. Material for Reception and Counting Staff.
30. Guard File Scan