

## **ELECTION COMMISSION OF PAKISTAN**

### **Progress Report on Implementation of the Five-Year Strategic Plan**

The Election Commission of Pakistan (ECP) launched its Five-Year Strategic Plan on 25 May 2010. The ECP developed the Plan in consultation with various stakeholders including political parties, civil society organizations, political workers, lawyers, female councilors, minority groups and international organizations - with technical assistance from IFES. The overarching goal of the SP is to build the ECP's capacity and to turn it into a modern election management body that fulfills its constitutional mandate of conducting free, fair and impartial elections.

Following is an update on the progress made by the ECP in implementing the Strategic Plan:

#### **Goal #1: Legal Framework**

<b>Objective</b>	<b>Completion Timelines</b>	<b>Status</b>	<b>Remarks</b>
#1. Support the revision and reform of the legal framework for the better management of election process	Dec 2010	Draft ready	The draft of the legal reforms package has been developed with IFES assistance. It has been reviewed by the Legal Framework Committee established by the Election Commission of Pakistan through its Order No. 12(3)/2008-Res dated 7 Sep 2010 in line with the requirements of the Strategic Plan. The Committee is in the process of giving final touch to the document before submission to the Chief Election Commissioner for his approval. Thereafter, it will be sent to the National Assembly's Standing Committee on Law, Justice and Parliamentary Affairs for consideration.
# 2. Support the unification of different election laws for their easy understanding and use	Dec 2011	Draft ready	The draft of the unified law has been prepared with the help of legal experts engaged by IFES Pakistan. The first reading of the document has been completed by the Legal Framework Committee. The draft is being improved in the light of suggestions made by the Committee. It

			is expected that the draft of Unified Election Law will be finalized by the Committee soon. It will be printed after the parliament has passed necessary legislation to incorporate various amendments forwarded through the legal reform package mention under objective.
#3. Enhance public understanding of the election law, through the translation and dissemination of election laws in Urdu	Dec 2010	Progressing slowly	Problem in finding a competent translator who could translate legal language has slowed the process. The Legal Framework Committee of the ECP examined sample translations received from various translators and categorized them on the basis of quality of translations. IFES is in the process of hiring one of those translators for translating Election Laws Vol. I & II in Urdu.
#4. Develop legally binding regulations to improve the conduct of elections and to implement new legal requirements	Regular	-	Need-based

**Goal #2: Registration of Voters and Electoral Rolls**

Objective	Completion Timelines	Status	Remarks
#1. Improve the existing computerised electoral rolls system (CERS)	Jun 2010	In Progress	The first four objectives of this goal are connected with the revision of electoral rolls in collaboration with NADRA and Population Census Organization, which is in progress. ECP has established an Electoral Rolls Taskforce to steer the process. CERS-2 is being developed by the ECP with IFES assistance through which in-house capacity of the ECP has been strengthened to maintain the application software and electoral rolls database. MoU between ECP-NADRA has been signed and the first important phase of the project has already been completed as NADRA has verified and augmented the 2007 data provided by the ECP which is being printed and is going to be verified through door-to-door verification in August-September 2011.
#2. Enter into agreement with NADRA for computerised electoral rolls	May 2010	Completed	The draft MoU/Agreement for ECP-NADRA collaboration has been Signed NADRA Has already started working on the project.
# 3. Pilot project for ECP-NADRA collaboration	Jun 2010	Completed	Pilot project for updating/augmenting electoral rolls verified in 60 selected electoral areas of four districts through door-to-door verification has been completed following ECP-NADRA collaboration methodology. The pilot has helped in identifying issues during field exercise which will be taken care of while rolling out the national level verification exercise.
#4. Verify, validate, update and augment electoral rolls with NADRA database	Dec 2010	In Progress	Electoral Rolls Verification Plan, Budget and Timeline have been prepared by the ECP Taskforce comprising ECP and IFES officials. NADRA has verified and augmented the 2007 data provided by the ECP which is being printed and is going to be verified through door-to-door verification in August-September 2011.

# 5. Legislation on mandatory condition of CNIC for voter registration leading to accuracy in the electoral rolls	Sep 2010	Completed	Amendments in this regard have been made in the Electoral Rolls Act 1974 by the parliament
#6. Create infrastructure at the ECP for maintaining voters' data	Dec 2010	Achieved	With IFES assistance the ECP has put in place necessary hardware and software to house the electoral rolls at the ECP Secretariat. Additional IT equipment will be inducted on need basis.
#7. Conduct a study into the engagement of female enumerators with a view to appointing them to better serve the female population	Dec 2010	No progress	Instead of going for a formal study on this issue the ECP Taskforce for the Revision of Electoral Rolls has thoroughly discussed and deliberated on it and decided not to engage female enumerators because of law and order situation. Such engagement will require extra security arrangements and may still have the element of risk for the female enumerators – or verifying officials if ECP-NADRA collaboration methodology is adopted for revision of the electoral rolls.
#8. Simplify voter registration forms—amendments	Jul 2010	Completed	Forms have been amended in this regard.
#9. Conduct a study into introduction of photographs in the electoral rolls	Nov 2010	In progress	<b><i>A decision in this regard has already been taken to prepare electoral rolls with photographs. Keeping in view social norms and photographs will be used only on one set of the electoral roll to be in the custody of polling staff at each polling station.</i></b>

#10. Improve the display of draft electoral rolls and accessibility to voters	Dec 2011	Under consideration by the ECP	ECP is in the process of developing a comprehensive mechanism for display of electoral rolls and easy accessibility of voters.
#11. Extension of CERS project to country wide field offices	Dec 2011	In Progress	Once updated, accurate and credible electoral rolls are prepared and the necessary infrastructure is in place, this objective will materialize. <b>Infrastructure has been arranged by ECP-IFES. Team is visiting provinces to remove the bottlenecks</b>
#12. Revise the electoral rolls annually in the month of January each year as required by the Constitution	January each year	Different approach has been piloted under ECP-NADRA collaboration	No revision of electoral rolls has taken place in January 2009 and 2010. The ECP is finalizing its strategy for the verification of the existing electoral rolls. <b>After preparation of CERS in collaboration with NADRA, there should be no need to be revise electoral rolls because henceforth whoever obtains a CNIC will automatically be registered as a voter.</b>

<b>Goal # 3 Election Operations</b>			
<b>Objective</b>	<b>Completion Timelines</b>	<b>Status</b>	<b>Remarks</b>
#1. Identify new buildings and facilities for establishing accessible polling stations	# 1.Dec 2010 # 2 Jun, 2011	In progress	ECP Secretariat has requested the Provincial Election Commissioners to identify new buildings to establish polling stations.
#2. Establish a recruitment and hiring system for temporary election staff that is transparent and results in the recruitment of qualified, non-partisan, and diverse staff	Dec 2010	In progress	- <i>Lists of Government Servants belonging to the Provincial Governments and Federal Government have been obtained who are now going to be trained.</i>
#3. Establish a database for polling staff, including a performance review system, to facilitate hiring of well-performing staff for future electoral events	Dec 2010	No progress	-
#4. Conduct feasibility study on the use of electronic voting machines	Jun 2010	Accomplished	Feasibility study report on the use of EVMs (electronic voting machines) is available. ECP, with IFES assistance, also arranged an EVM demonstration from international vendors and invited political parties and civil society organizations to participate and provide their input to the discussion. By and large political parties and civil society organizations are in favor of introducing EVMs for conduct of elections in the country. The study covers all relevant aspects for introducing EVMs. The final prototypes have been approved by the political parties on February 23, 2011. Now, final specifications will be worked out and order will be placed for new features of the EVM after obtaining approval of Hon'ble CEC. Where the should be tested in Bye-Elections and all arrangement should be put in place to use the EVM in 2013, <i>General Elections</i> . As per advice of Priorities Committee, ECP will prepare PC-1 showing the exact amount required for

			the purchase of Electronic Voting Machine and will be submitted to the Planning Commission for evaluation/ approval.
#5. Establish permanent polling stations across the country	#2. Jun 2011	In progress	ECP Secretariat has requested the Provincial Election Commissioners to identify new buildings to establish polling stations.
#6 Explore devising a system for CCTV monitoring of sensitive polling stations	Jun 2011	No progress	Will be explored in 2012
#7. Create linkage between polling stations and the computerised electoral rolls database	Dec 2011	In progress	Depends on ECP-NADRA collaboration and early preparation of electoral rolls based on the NADRA database. It is connected with Goal#2 of the Strategic Plan
#8. Gradual increase in the number of polling stations for facilitating voters, including the number of polling stations dedicated to female voters	Dec 2012	In progress	This objective will be achieved while pursuing objective 1 and 5 of this goal, which deal with setting up new and permanent polling stations.
#9. Simplify all election related forms	Dec 2011	In progress	The forms will be placed before the Legal Framework Committee in order to simplify them and if possible reduce their number. These are also being reviewed by the Result Management Committee. The objective will be achieved as planned.
#10. Establish an efficient results management system to compile election results in shortest possible time	Dec 2012	In progress	ECP with IFES assistance is in the process of putting together a committee to work on this important aspect of election operation.
#11. Publish polling station-wise results on the ECP website immediately after the results are available	Jun 2013	Part of the result management under objective #10	ECP puts scanned copies of polling station wise results on its website which is difficult to use for any kind of analysis. ECP will need to have data that could be used for effective analysis. ECP's IT directorate will work on this and provide a more professional solution. Assistance

		above	will be solicited from IFES.
#12. Review the guidelines/code of conduct for polling agents	Dec 2010	No progress	This objective will be dealt with by the Electoral Legal Framework Committee established under Goal#1 above.
#13. Examine the system of the current postal ballot with a view to improving and examining the possible use of mobile polling stations	Oct 2010	No progress	This objective will be covered under the legal reform package that the ECP has been working under Goal#1.
#14. Write and adopt a booklet with information about elections, eligibility and nomination procedures for candidates	Jun 2011	In progress	Some work was done under the UNDP project with ECP. The Booklet with improvements is currently being reviewed by the ECP's Electoral Legal Framework Committee.
#15. Enhance access for election observers to the electoral process	Dec 2012	In progress	ECP's Legal Framework Committee has deliberated on this aspect in the process of unification of law and overall electoral legal reforms. It will be part of the package to be sent to the Government by the ECP.
#16. Delimit constituencies for National & Provincial Assemblies	Dec 2012	In progress (depends on the conduct of new census)	This objective is connected with goal#10, objective#7 (GIS) – introduction of GIS. Delimitation is done after each census; census was due in 2008 and is being planned for 2011 by the National Census Organization. ECP is in contact with census organization over census blocks versus electoral blocks issue. The Census Organization has increased the number of census blocks from 100,000 to 140,000. The issue is also being discussed in view of the revision of electoral rolls under ECP-NADRA collaboration.
#17. Review the current list of election symbols and improve their quality	Mar 2012	Initial work started – the objective is likely to be achieved before the set timeframe	<b><i>This has been completed in the meeting with political parties on February 22, 2011. Now, Election Wing is to make a proposal to amend the existing rules.</i></b>
#18. Improve quality of voting material	Regular basis	In progress	ECP will undertake a thorough review of the quality of election material with a view to improve it.
#19. Enhance security arrangement for polling stations	Regular basis	In progress	Various meetings with law enforcement agencies took place during last six months showing the seriousness of

			the issue. However, there are incidents of violence during some of the bye-elections which requires the ECP to put together a more effective mechanism for ensuring security at polling stations. On 16 September ECP held a meeting with concerned federal and provincial ministers and chief secretaries of the provinces to ensure maximum security at polling stations and prevention of violence. ECP issued directives to provincial chief secretaries to ensure security during bye-elections.
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**Goal # 4: Election Complaints and Disputes Resolution**

Objective	Completion Timelines	Status	Remarks
#1. Designate officers to deal with pre-poll, poll-day and post-poll complaints at the ECP Secretariat and PEC offices	Jun 2010	No progress	- <b><i>Election Wing and PECs to complete this by June, 2012 instead of June, 2010.</i></b>
#2. Ensure appropriate legislation for development of electoral disputes resolution system	Jul 2011	In progress	The objective is being covered in the legal reform package – under goal#1.
#3. Establish complaint management committees at district level for disposal of complaints	Jun 2012	In progress	Once the legal reform package is adopted in the law the committees will be formed accordingly.
#4. Put in place a complaint tracking system at district level by using IT	Dec 2012	Established at Secretariat level - Needs improvement	IT-based complaint tracking system is already in place at the ECP. However, to have it at the district level improvement in IT infrastructure will be needed. It is expected that the target will be achieved by set timelines.

**Goal # 5: Restructuring the Election Commission of Pakistan**

Objective	Completion Timelines	Status	Remarks
#1. Develop and approve the re-organisation plan, including budgets	Apr 2010	Prepared - approved	It is part of the Strategic Plan – See annex B, C and D, which is approved by the CEC.
#2. Organisational re-structuring of the Election Commission of Pakistan at the Secretariat as well as Provincial, Divisional and District levels	Apr 2010	Pending	As a first step towards the main objective of re-organizing/re-structuring the ECP the process regarding upgradation of posts of Election Officers from BPS 16 to 17 and setting up of their officers at Tehsil level, Upgradation of BPS 17 posts to BPS 18 and their re-designation from Assistant Election Commissioner to District Election Commissioner and so on is under process and will be placed before the election Commission. <i>Creation of one post each of Additional Secretary (BPS-21), Additional Director General (BPS-20) and Director (BPS-19), Protocol Officer (BS-18), Private Secretary (BS-17) etc has been approved by the Finance Secretary</i>
#3. Establish a Legal Unit headed by a Deputy Secretary in the ECP to strengthen internal capacity on electoral legislation and the practices	Jul 2010	Pending	Posts for establishing the legal unit have been created in the Election Commission Secretariat, Islamabad

#4. Establish a Training, Research and Evaluation Wing to be headed by a Joint Secretary	Jul 2010	Accomplished	(the position of the JS –Local Government Election was re-designated as JS-Training, Research and Evaluation) and 6 (a Section Officer has been designated to look after electoral rolls) of the goal. However, the Section Officer <i>Creation of one post each of Additional Secretary (BPS-21), Additional Director General (BPS-20) and Director (BPS-19), Protocol Officer (BS-18), Private Secretary (BS-17) etc has been approved by the Finance Secretary</i>
#5. Upgrade DG IT to BS 20 and provide additional posts for IT Directorate, on need basis	Jul 2010	Pending	The case regarding up gradation of posts along with Director General (I.T) to 20 is under consideration,
#6. Establish an Electoral Rolls Unit at the ECP Secretariat headed by a Deputy Secretary	Apr 2010	Accomplished (in Sep 2010)	Electoral Rolls Unit is already working under the supervision of J.S(Elections )
#7. Strengthen the Federal Election Academy with the provision of permanent staff and management structure	Dec 2010	N o progress	Finance secretary ,Finance Division has approved creation of following posts for Federal Election Academy subject to fulfillment of all code requirements:  1.Addl:Director General (BS-20) 1 2.Director/Sr.Training Facilitator (BS-19) 3 3.Director R&D (BS-19) 1 4.Assistant(BS-15) 2 5.Stenographer(BS-16) 2 6.Staff Car Driver(BS-5) 1 7.Naib Qasid(BS-2) 5 Total 15

<b><u>Goal # 6: Logistics, Infrastructure and Equipment for Election Commission of Pakistan</u></b>			
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Objective	Completion Timelines	Status	Remarks
#1. Conduct a comprehensive need assessment of the ECP's infrastructure, logistics and equipment	Nov 2010	No progress – in terms of output.  However, ECP is approaching the Government and donors for the required funds	The goal as a whole has made no progress. Two out of 11 objectives have been set for 2010 – Objective 1 and 11. There are three objectives to be achieved during 2011 (7, 8 & 10). Rests of the objectives are for 2012 and 2014.  However, achieving the target in 2014 requires that a complete plan of action with resources allocated is in place at the earliest possible. Major funding requirements of the Strategic Plan are related to this goal.  This goal will consume nearly 60 percent of the 100 million dollar estimated budget of the Strategic Plan over 5 years. To generate funds the ECP has approached the Government of Pakistan and the donor community. USAID has already committed 35 million dollars for the Strategic Plan. ECP has shared a paper on funding requirements and priorities with Islamabad-based international donors. (JS-B). <i>IT equipment and Furniture etc is being purchased From. regular budget. and in this regard Funds have been allocated/released .Construction/purchase of field offices is proposed to be achieved through USAID Under Kerry-Logar Bill and meetings have been held with USAID in this regard.</i>
#2. Construct/purchase ECP buildings for housing the field offices, to the extent of resources available	Dec 2014		
#3. Construct housing units for ECP employees	Dec 2014		
#4. Construct ECP warehouses for election materials	Dec 2014		
#5. Construct additional building (space) for the ECP's Federal Election Academy	Dec 2012		
#6. Construct additional space for Court Room at the ECP Secretariat			
#7. Replace/purchase suitable vehicles for the district offices, divisional offices, Provincial headquarters and ECP Secretariat	Jun 2011		
#8. Purchase computers, scanners, printers, photocopiers, furniture items, etc	Jun 2011		
#9. Develop logistics plans for the conduct of elections	Dec 2012		
#10. Review and maintain computer-based inventory of electoral supplies and other material and equipment	Mar 2011		
#11. Adopt a policy for engaging private vehicles for the conduct of elections	Dec 2010		

**– Staffing and Goal # 7: Human Resources Compensation**

Objective	Completion Timelines	Status	Remarks
#1. Develop a comprehensive HR policy for the ECP	Sep 2010	Objective 1 - 9 are being pursued simultaneously.  Draft of the HR policy and Job Descriptions for each and every position in the ECP has been prepared – <i>In progress.</i>	Working closely with the ECP, IFES has extended its assistance by hiring a human resources expert. Through a comprehensive internal consultative process and review of the existing policies the expert has been able to come up with draft job description of all ECP positions.  A detailed HR policy has also been developed and now being finalized. The drafts will be finalized in February 2011.  Besides outlining the ways and means to improve recruiting process, promotion policy and training plans, the HR policy document will also contain job description of about 40 positions in the ECP. A human resources policy document has been prepared. Likewise, the service rules along with promotion policy are being reviewed/finalized by the committee.  The matter regarding establishment of Election services of Pakistan is under consideration.
#2. Review and updating of the Election Commission (Officers and Servants) Rules, 1989 to achieve various objectives	Jun 2010		
#3. Prepare Terms of Reference/Job Descriptions for each position in the ECP	Oct 2010		
#4. Establish policy for initial appointment of officers into Basic Pay Scale (BPS)-17 – Election Service of Pakistan	Dec 2010		
#5. Increase pay structures to retain efficient officers through additional allowance	May 2010		
#6. Review the existing promotion policy and introduce a progressive policy, enabling efficient officers to rise within the organisation	Jun 2010		
#7. Ensure that eligible women have at least 10% representation in the ECP jobs	Jun 2013		
#8. Ensure that eligible persons with disabilities have at least 2% representation in the ECP jobs	Jun 2013		
#9. Ensure that eligible minorities have at least 5% representation in the ECP jobs	Jun 2013		
#10. Create a pool of former and serving officers (people with honesty and integrity) for election related functions	Dec 2010	In progress	The case regarding maintenance of pool of former and serving officers (people with honesty and integrity) for election related functions have been submitted
#11. Prepare the ECP officers for the roles of DROs, ROs and AROs and creation of an independent cadre	Dec 2010	In progress	6 Deputy Election Commissioners & 14 Assistant Election Commissioners have trained in their role as DROs and Ros. Federal Election Academy, in consultation with ECP management is preparing comprehensive training plan for the training of DROs, ROs and AROs for forthcoming Local Government Elections as well as for future General Elections.

#12. Provide multiple functions skills to senior officers in order to prepare them for various roles within the organisation.			Trainings are being arranged with the assistance of IFES as well as from other institutions established by the government.
#13. Develop HR management information system for the ECP.			Development of HR management information system for the ECP is under process.

#### Goal # 8: Finance and Budget

Objective	Completion Timelines	Status	Remarks
#1. Ensure complete financial autonomy through relevant legislation on the pattern of National Assembly and Senate	Dec 2010	No progress	A proposal will be prepared and presented for approval . The Secretary ECP apprised the Finance Secretary that in order to grant Financial Autonomy to ECP, Finance Division while issuing O.M. dated 25th July, 2000 did not include the power to create new post therefore this power may also be delegated to ECP. It was agreed in the meeting that apart from the posts already finalized, a committee has been constituted to consider and decide the creation of new posts in the ECP which consists of Hon'ble CEC as Chairman and Secretaries of Finance, Establishment Division and ECP as Members.
#2. Computerize the Budget Wing for easy operation and effective controls	Jun 2011	No progress	Though this objective has been planned for 2011, it is likely to be moved to an earlier date.
#3. Raise funds for the implementation of the Strategic Plan	2010-2014	In progress	USAID has committed USD35 million for the implementation of the Plan. ECP organized a donor meeting for seeking funds for the Strategic Plan. More partners will be identified through one to one meetings. ECP has sent a funding priorities paper to potential donors to further generate funds. The ECP will also approach the Government of Pakistan for funds. IFES has been advised to arrange separate meeting with prospective donors with regard to specific activities/objectives to be taken up by them for implementation
#4. Assess and strengthen the current procurement policy (Supplies)	Jun 2010	No progress	A proposal will soon be prepared and presented for approval.

**Goal # 9: Training, Research and Evaluation**

Objective	Completion Timelines	Status	Remarks												
#1. Strengthen the Federal Election Academy to make it a model training institution	Dec 2011	No progress	<p>The FEA which already stands functional since 2004 has been conducting various training programs since its creation for the training of Deputy Election Commissioners, Assistant Election Commissioners and Election Officers. The target is to impart professional training through Building Resources in Democracy, Governance &amp; Elections (BRIDGE) programmes at ECP's own level. For this purpose the curriculum of training is already in detailed shape of modules covering syllabus for diverse legal and professional activities. To make it a model Institute it is required that the Academy may be run on permanent basis and whole of the ECP related staff be administered training according to the full BRIDGE syllabus. This however, needed that a full working training wing with necessary complementary staff be placed in so as to carry out the training activities in its true spirit.</p> <p>The Finance Secretary approved creation of following posts:</p> <table data-bbox="968 1192 1556 1360"> <tr> <td>Add:Director General (BS-20)</td> <td>1</td> </tr> <tr> <td>Director/ Sr. Training Facilitator (BS-19)</td> <td>3</td> </tr> <tr> <td>Director Research &amp; Development (BS-19)</td> <td>1</td> </tr> <tr> <td>Assistant (BS-15)</td> <td>2</td> </tr> <tr> <td>Stenographer (BS-16)</td> <td>2</td> </tr> <tr> <td>Staff Car Driver (BS-5)</td> <td>1</td> </tr> </table>	Add:Director General (BS-20)	1	Director/ Sr. Training Facilitator (BS-19)	3	Director Research & Development (BS-19)	1	Assistant (BS-15)	2	Stenographer (BS-16)	2	Staff Car Driver (BS-5)	1
Add:Director General (BS-20)	1														
Director/ Sr. Training Facilitator (BS-19)	3														
Director Research & Development (BS-19)	1														
Assistant (BS-15)	2														
Stenographer (BS-16)	2														
Staff Car Driver (BS-5)	1														

			Naib Qasid (BS-2) 5 Total: 15
#2. Build capacity of all employees through continuous training	Dec 2014	In progress	<p>365 ECP Officers – Deputy Election Commissioners, Assistant Election Commissioners, Election Officers, Section Officers, Superintendents - were given various trainings as part of capacity building efforts:</p> <ul style="list-style-type: none"> <li>- Election laws and procedures</li> <li>- Communication skills</li> <li>- Presentation skills</li> <li>- Office procedures</li> <li>- Training techniques</li> <li>- Financial management</li> <li>- Team building</li> <li>- Roles and Responsibilities as DRO/RO</li> <li>- Time management</li> <li>- Work ethics and behaviors</li> <li>- Electoral rolls verification through ECP-NADRA collaboration</li> </ul> <p>5210 Presiding Officers and Polling Staff trained through cascade training methodology during bye-elections. Thirty ECP officers (DECs, AECs) were trained as mater trainers who trained the presiding officers and polling officers for bye-elections.</p> <p>171 Verifying officials were trained in selected four districts during the Electoral Roll verification pilot project exercise. These officials were trained on</p>

			Verification process, Form filling exercise, Roles and responsibilities of different functionaries, and reporting mechanism for verification. <i>Restating of BRIDGE may be considered in the second half of 2011</i>
#3. Conduct specific programmes, courses, workshops for various officials	Dec 2014	In progress	
#4. Develop curricula for various training programmes	Dec 2011	In progress	<p>A variety of training material was produced/ revised including 6 different kinds of training manuals for Resource Persons and 8 kinds Handbooks for various ECP officials. The manuals and handbooks include:</p> <ol style="list-style-type: none"> <li>i. Trainer's manual for Capacity Building Training of AECs</li> <li>ii. Trainer's manual for Capacity Building Training for EOs</li> <li>iii. Facilitators notes for training of ECP Officers for role of DRO, RO</li> <li>iv. Trainer's manual for Training of Master Trainers for Roll-out of Presiding Officers Training</li> <li>v. Master Trainer's Manual for Presiding officers Training</li> <li>vi. Trainers Manual for Polling staff Training</li> <li>vii. Training Tips booklet</li> <li>viii. Handbook for AECs training</li> <li>ix. Handbook for Election Officers training</li> <li>x. Handbook for District Returning Officers (Revised)</li> <li>xi. Handbook for Returning and Assistant Returning Officers (Revised)</li> <li>xii. Handbook for Presiding officers (Revised)</li> <li>xiii. Handbook for Polling staff (Revised)</li> <li>xiv. Handbook for ECP officials training (at Provincial HQ)</li> <li>xv. Guidelines for Verifying Officials for ER Verification 2010 (Door to door verification following ECP-NADRA collaboration)</li> <li>xvi. Training manual for Verifying Officials Training</li> <li>xvii. Introduction to Information Technology &amp; Microsoft Office 2003.</li> <li>xviii. Booklet on "Tips for Conducting Effective Trainings".</li> </ol> <p>In addition to the above a well comprehensive curriculum/syllabus containing different professional related training encompassing ECP's working/sphere of duties prepared by BRIDGE is already available with the FEA which only needed to be taught through</p>

			regular training programmes.
#5. Conduct Building Resources in Democracy, Governance and Elections (BRIDGE) training for ECP officials	Dec 2011	In progress	13 Trainings have taken place in which 285 ECP Officers have been trained.
#6. Conduct research on contemporary electoral issues for providing input to ECP policy making processes	Dec 2014	In progress	With IFES assistance a few activities have been undertaken: <ul style="list-style-type: none"> <li>- National workshop on political finance</li> <li>- First past the post (Pakistani system) versus various versions of proportional representation system</li> <li>- Specifications for electronic voting machines</li> </ul>
#7. Undertake election-related study visits and trainings abroad	Dec 2014	In progress	An ECP delegation visited Belgium to participate in a conference on elections/ technology and use of electronic voting machines in France and Belgium.  CEC and Secretary ECP participated in the SAARC forum of Election Management Bodies in Bangladesh.  Participation of ECP Officers in two events in India – Hyderabad and Delhi.
#8. Monitor and evaluate all programmes and projects	Dec 2014	In progress	This matrix is part of the progress monitoring of the implementation of the Strategic Plan. It is shared with all the wings. Secretary ECP himself regularly seeks updates and review progress. While the ECP is slow on some objectives, there are others which have been achieved much before the completion date.
#9. Develop a pool of Resource Persons/Trainers for FEA	Dec 2011	In progress	30 Deputy Election Commissioners and Assistant Commissioners trained as master trainers. 20 DECAs and AECAs have been trained in the role of DROs/ROs. They are the future resource persons for the ECP – building in-house capacity of the ECP.
#10. Train polling officials for the next election, and include election related	Dec 2012	In progress – no progress	First pilot of the cascade training was conducted in four constituencies. Second pilot is being planned in order to address the issues identified in the

training in teachers' training curriculum/programmes		on teachers' training manual part	first round – leading to development of a national level training model. No progress on including election in teachers' training manual.
#11. Train political party agents	Dec 2012	-	The objective is related to the next general elections.
#12. Conduct trainings/briefings of election observers and media	Dec 2012	-	The objective is related to the next general elections.
#13. Conduct training of security personnel	Dec 2012	-	The objective is related to the next general elections.
#14. Specialised IT training from authorised training centres abroad	Dec 2011	No progress	Need assessment to be carried out in order to identify areas of such training (DG IT to include). A suggestion from IFES was received for assistance in Geographical Information System (GIS) training for electoral mapping of the country. A Committee constituted to evaluate the utility of this system for ECP has submitted its report recommending with other factors the training of the software of GIS for implementing the same in ECP. There are certain inland institutes with the facility of GIS courses and overseas as well. On selection of such institutes a programme for training of concerned staff may be managed with the institutes selected for the purpose. The Canadian Mission (CHC) in Pakistan, Department of International Development (DFID), the European Union (EU) and British High Commissioner (BHC), have shown their interest in extending financial aid for restructuring ECP. The concerned missions may be approached for overseas training of our staff with technical institutes in their countries or in their respective Electoral Bodies
#15. Conduct IT skills training for officers and staff covering country-wide offices	Jun 2012	-	DG IT include
#16. Coordinate with donor agencies and facilitate donor assistance programmes	Dec 2014	In progress	A donor meeting was held at the ECP Secretariat in order muster support/funds for the Strategic Plan.  Follow up is being undertaken by the JS(B) by sharing a paper on funding requirements for priority areas – this is to raise 100 million dollars to over five years for the strategic plan. USD 35 million have been committed by USAID.

			Further partnerships will be developed.
#17. Coordinate with Training Wing of the Establishment Division and other training institutes in the country for training of ECP officials	Dec 2014	-	-

**Goal # 10: Information Technology**

Objective	Completion Timelines	Status	Remarks
#1. Formulate a comprehensive IT policy for the ECP	Dec 2010	In progress	The IT Wing has formulated first draft IT policy in January, 2011. Then it was directed by the Competent Authority to share this IT Policy with NADRA, NTISB, M/o IT&Telecom to get their feedback before putting up for final approval. The replies from aforesaid organizations are awaited.
#2. Strengthen the IT infrastructure at ECP offices across the country by computerising field offices and installing electronic communication.	Dec 2011	In progress	The two objectives are connected with improvement in the overall situation of IT infrastructure in the ECP offices across the country. The Plan for strengthening IT infrastructure had been prepared by IT Wing and submitted in

			<p>the channel in mid December, 2010. Due to some administrative reasons, the procurement plan could not be accomplished. So IT Wing is again trying to put list of procurement of new IT equipments into the channel in mid July, 2011. It is expected that procurement processes will be completed within period of 8 weeks time after advertisement of these items in the newspapers. Efforts are under way to construct IT Tower in the ECP Secretariat, Islamabad. This project has already been approved by the DDWP and request for funding from PSDP has been conveyed to Planning Commission. On the other hand, reconstruction and renovation of PEC, Sindh office building at the cost of Rs.14.1 million is being done, and hopefully will be completed in the current financial year2011-12.</p>
#3. Extend the ECP Intranet portal facility to all field offices	Jun 2012	In progress	IT equipments will be procured in 8 weeks time after the advertisement in July, 2011, once it will be purchased then connect ECP Nerve Centre will be connected with all the field offices of ECP. And expected to achieve this task well before time.
#4. Redesign the ECP website	Dec 2011	Achieved	ECP has designed the new website which is operational now.
#5. Restructuring the IT Directorate at the ECP Secretariat and IT set up in the PEC Offices	Dec 2010	Achieved	The IT Wing has prepared detailed Terms of Reference (ToR) and Recruitment Rules for the officials of the IT Wing and submitted to the Admin Wing in June, 2010..
#6. Establish computerised electoral rolls data centre	Jun 2011	In progress	The IT Wing has already developed CERS software/MIS. All the requirements for setting and implementing CERS Data Centre have been written and submitted to the Admin Wing.
#7. Introduce a geographical information system to support the entire election process	Dec 2013	In progress	A feasibility study is being conducted by GIS Committee of the ECP to explore and recommend possible GIS applications for the ECP, particularly the delimitation of constituencies. The Committee has held numerous meetings and also explored potential GIS database sources like Survey of Pakistan and Population Census Organization. The last meeting of the GIS committee was

			held in February 2011 and submitted it finalize Report to the Competent Authority.
#8. Develop and implement comprehensive information security and privacy policy	Jun 2011	In progress	Secretary ECP on 9 December 2010 constituted a technical committee, comprising DG-IT, GM Technology Integration (NADRA), Deputy Secretary NTISB, S.O (Ministry of Law) and Director-IT (Ministry of IT) to develop information security framework to protect and safeguard the computerized electoral rolls system including recommendations on electoral rolls web hosting. The D.G-IT sent many letters to NADRA, NTISB, M/o IT&Telecom to advise and technically guide for preparing Information Security Standards but no reply is received yet. Finally, D.G-IT called special meeting on 14 <sup>th</sup> July, 2011 to ask them how they can contribute or give value addition in it for preparing Information Security Policy along with its Standards.

**Goal # 11: Public Outreach and Interaction with Political Parties, Civil Society Organizations and the Media**

Objective	Completion Timelines	Status	Remarks
#1. Increase the level of interaction with political parties and the general public for enhancing confidence in electoral processes	Dec 2014	In progress	The ECP has established two formal forums for interaction/consultation – Political Party Consultative Forum; Civil Society Consultative Forum. The two forums have been consulted on Strategic Plan and the use of Electronic Voting Machine for elections in Pakistan. ECP will be holding another round of consultations with political parties and civil society on issues pertaining to electoral system/processes.
#2. Hold regular consultations with political parties and civil society organisations at the national, provincial and district levels	Dec 2014	In progress	ECP has decided to hold a consultation meeting with political parties in the third week of February focusing at progress on the implementation of the Strategic Plan and other key areas including electronic voting machines, ECP-NADRA collaboration, election symbols, etc  ECP is also organizing another demonstration by the vendors based on the EVM specifications developed with IFES assistance.

#3. Develop and implement media outreach policy and strategy	Dec 2014	No progress	-
#4. Establish a permanent Media Centre at the ECP	Dec 2011	No progress	-
#5. Publish an ECP quarterly Newsletter	Dec 2012	In progress	ECP with IFES assistance has developed a newsletter design. The first issue is expected to be out in February 2011. The newsletter will cover various activities of the ECP. It will also be placed on the ECP website. The newsletter will help disseminate information on various ongoing activities as a part of the ECP transparent working methodology.

**Goal # 12: Political Parties and Candidates**

Objective	Completion Timelines	Status	Remarks
#1. Reform legislation on political parties and candidates, strengthening financial accountability and enforcement mechanisms	Dec 2011	In progress	ECP organized a National Workshop on Political Finance in November, 2010, which was attended by the senior management of ECP, representatives of major political parties and civil society organizations and other national and international stakeholders. Dr Marcin Walecki, an international expert on political finance, conducted the Workshop and made keynote presentation. There was consensus that basic reforms are required to contain role of money in electioneering. A report on the Workshop findings has been prepared and will soon be shared with all stakeholders.
#2. Develop regulations, mechanisms and procedures to implement legislative requirements concerning political finance	Dec 2011	In progress	The Electoral Legal Framework Committee of ECP is considering different proposals to make appropriate legal amendments for the implementation of main recommendations of political finance workshop.
#3. Publish the financial statements of parliamentarians	Oct 2010	No progress	ECP will soon take decision on this matter.

and political parties on the ECP website			
#4. Strengthen the Code of Conduct for the political parties and contesting candidates	Jun 2011	In progress	ECP has been reflecting over various ways to strengthen the Code of Conduct and enforce it on a permanent basis for all elections to National and Provincial Assemblies, including bye-elections. Legal Framework Committee has held extensive discussion on this issue.
#5. Train political party representatives and candidates on their electoral roles and responsibilities	Nov 2012	-	-
#6. Make necessary changes in the existing Statement of Assets and Liabilities to make it simple and meaningful	Nov 2011	-	To be covered in the legislation related to political finance (objective #1 above)

### Goal # 13: Civic and Voter Education

Objective	Completion Timelines	Status	Remarks
#1. Conduct a baseline survey to determine participation rates among various sections of society (general, women, youth, persons with disabilities, minorities, urban/rural), factors influencing participation and knowledge about the electoral process to formulate voter education strategy	May 2010	In progress	The ECP with IFES assistance identified a Pakistani firm to undertake a survey with a sample size of 2000 in all the four provinces. A detailed questionnaire was developed and approved by ECP. After pre-testing of the questionnaire the nationwide survey started on 3 January 2011. The field work was completed within three weeks and currently the data is being tabulated and analyzed in order to start the process of developing voter participation strategy.
#2. Develop civic and voter education strategy, in consultation with civil society organisations and other governmental and non-governmental actors, to ensure information outreach to all sections of society	Dec 2011	In progress	The ECP with IFES assistance identified and inducted a national consultant to oversee the survey and start work on the national strategy on voter participation. An international expert will be joining in February in order to finalize the strategy which is expected to increase voter turnout in the next general elections. A study has been conducted on media Training. Voters' education/awareness programme is being finalized and will be launched within few months. Some funds have been earmarked for the purpose of voter education through AECs, in collaboration with IFES.
#3. Implement civic and voter education strategy, in collaboration with civil society partners and others	Dec 2012	-	Once the strategy is in place it will be rolled out across the country.
#4. Increase the percentage of voter turnout from 44% (2008 Elections) to 63% of registered voters in 2013	Jun 2013	-	All these objectives will be the outcome of the voter education campaign plus other management, operational and administrative arrangements to be made by the ECP leading to the next general elections – planned for 2013.
#5. Increase the turnout of female voters	Jun 2013	-	
#6. Increase the turnout of minority voters	Jun 2013	-	

#7. Increase the number of persons with disabilities to vote in the elections	Jun 2013	-	
#8. Minimise the incidents of violence during elections through voter education	Jun 2013		
#9. Include voter education in the curricula at secondary/intermediate level in Pakistan Studies	Jun 2013	-	No progress is made as the objective is set to complete in 2013. However, ECP will soon start engaging the Ministries of Education in all the four provinces – as after 18 <sup>th</sup> Constitutional Amendment the ministry will be devolved.
#10. Develop youth specific awareness campaigns to engage them in electoral matters	Jun 2013	-	Youth segment of the society is one of the important components of the national voter education strategy. The objective will be covered under objectives 1, 2 and 3 above.

**Goal # 14: Marginalized Groups including Women, Minorities and Persons with Disabilities**

Objective	Completion Timelines	Status	Remarks
#1. Support the development and adoption of legislation on the participation of persons with disabilities in the electoral process	Dec 2011	-	-
#2. Conduct research on voting participation of persons with disabilities to understand the issue in depth and formulate relevant policies	Sep 2010	No progress	-
#3. Develop awareness materials highlighting the importance of the vote of every person, specifically targeting marginalised groups	Dec 2012	In progress	To be covered under national survey on voter participation and subsequent voter education strategy.
#4. Conduct research on voting participation of women to formulate relevant policies	Jul 2011	In progress	Part of it will be covered through survey on voter participation.
#5. Develop and implement policies and registration and voting procedures to increase electoral participation of women and marginalised groups	Dec 2010	-	-
#6. Train ECP officials with respect to participation of persons with disabilities in the electoral processes	Dec 2011	In progress	Five trainings have been conducted for ECP officials (2 for Assistant Election Commissioners and 3 for Election Officers and Superintendents) in which 91 officials (33 AECs and 47 EOs and 11 Superintendents) participated an hour session on "Disability Equality i.e. inclusion of persons with disabilities in electoral process" at FEA. A training session for higher management (15 officials) has been planned in 1 <sup>st</sup> quarter of 2011.

**Goal # 15: Branding of the Election Commission of Pakistan**

<b>Objective</b>	<b>Completion Timelines</b>	<b>Status</b>	<b>Remarks</b>
#1. Develop a design for the divisional and district office buildings along with signboards that could be replicated all across the country	Dec 2010	No progress	It seems likely that the objective will miss the deadline as it is a lengthy process involving another government department – Public Works Department (PWD).
#2. Develop and launch a media campaign around the vision and mission of the ECP	Dec 2014	In progress	It has already started with launching of the Strategic Plan. Expectedly after mid 2011, there will be more aggressive campaign.
#3. Develop an ECP branding using specific colour combinations for all items it uses	Dec 2010	In progress	New designs have been developed – will be submitted to the CEC for approval. ECP branding document has been received in ECP and it is under consideration in this secretariat.