

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 (from May 2010 to December 2011) on the progress made by the ECP in implementing the Strategic Plan:

Goal #1: Legal Framework

Objective	Completion Timelines	Latest Status	Remarks
#1. Support the revision and reform of the legal framework for the better management of election process	Dec 2010	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 has finalized the draft unified law, "The Election Act, 2011", which also contains suggestions for amending the existing law. It is now to be placed before the Election Commission for consideration. 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	The draft of the unified law has been prepared with the help of legal experts engaged by IFES Pakistan. The draft of unified law, "The Election Act, 2011" has been finalized by the Electoral Legal Framework Committee in its last meeting held in	

		November, 2011. Unified law consists of existing five main laws governing election activities and also contains consequential amendments necessitated due to passing of Eighteenth and Nineteenth Amendment to the Constitution as well as some suggested amendments in line with the vision and objectives of the Strategic Plan. Once this law is approved / passed, the Committee will undertake consolidation of various existing Rules.	
#3. Enhance public understanding of the election law, through the translation and dissemination of election laws in Urdu	Dec 2010	ECP's Electoral Legal Framework Committee proposed that it would be more appropriate if Urdu translation of Election Laws is undertaken only after Unified Election Law is passed by the Parliament.	
#4. Develop legally binding regulations to improve the conduct of elections and to implement new legal requirements	Regular	Need-based – Once unified law is adopted there will be need to draft procedures/ regulations in view of the changes introduced	

Goal #2: Registration of Voters and Electoral Rolls

Objective	Completion Timelines	Latest Status	Remarks
#1. Improve the existing computerised electoral rolls system (CERS)	Jun 2010	Considerable progress has been achieved with regard to the revision of electoral rolls in collaboration with NADRA. The ECP handed-over the existing electoral rolls data to NADRA in February 2011 for verification, updating and augmentation of Electoral Rolls 2006-07 on the basis of CNIC database. During Housing Census by the Population Census Organization in April 2011,	

	<p>the head of family data was collected on a specially designed form for preparing Preliminary Electoral Rolls on the basis of new census blocks as prescribed by the Census Organisation which have been adopted by the ECP as electoral areas. This data was handed over to NADRA offices at district level. NADRA used this data for assignment of new census block codes after verification, updating and augmentation of existing electoral rolls data with NADRA's citizen/CNIC data. NADRA prepared Preliminary Electoral Rolls on the basis of new census blocks, using CNIC as unique identifier of voters. The ECP conducted country-wide door-to-door verification of these rolls in August-October 2011. NADRA is in the process of entering data changes on the basis of voters' data forms collected during door-to-door verification in light of guidelines/business rules, using double-blind data entry mechanism. Thereafter, the Preliminary Electoral Rolls shall be printed by NADRA and delivered to the ECP's field offices by 23 February 2012. The ECP shall display the Draft Electoral Rolls at 52,166 Display Centers across Pakistan for public display for inviting Claims, Objections and Applications for Corrections on the prescribed forms as per existing legal framework. After incorporating the decisions of the Revising Authorities the Final Electoral Rolls shall be published in May 2012.</p> <p>The ECP has established Project Management Unit comprising ECP and IFES officials to steer and monitor this gigantic task.</p> <p>To maintain and update the revised electoral rolls being prepared in collaboration with NADRA, the CERS-II is required to be modified with enhanced functionality and additional modules. The ECP's in-house capacity needs to be strengthened to maintain the application software</p>	
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		and electoral rolls database in a professional approach.	
#2. Enter into agreement with NADRA for computerised electoral rolls	May 2010	The Contract /Agreement between the ECP and NADRA for the revision of electoral rolls has been signed.	
# 3. Pilot project for ECP-NADRA collaboration	Jun 2010	Pilot project for updating/augmenting electoral rolls with NADRA collaboration was completed in November 2011. NADRA-verified-updated-augmented electoral rolls were verified in 60 selected electoral areas of four districts through door-to-door verification with the technical assistance and support of IFES. The pilot has helped in great deal in identifying issues during field exercise which were taken care of while rolling out the national level verification exercise.	
#4. Verify, validate, update and augment electoral rolls with NADRA database	Dec 2010	Covered under objective#1 above	
# 5. Legislation on mandatory condition of CNIC for voter registration leading to accuracy in the electoral rolls	Sep 2010	<p>The Election Laws (Amendment) Bill 2011, passed by the Parliament to make possession of computerized national identity card (CNIC) a mandatory condition for voter registration and casting of vote after President's assent has come into force.</p> <p>The Bill was drafted by the ECP and was first moved in the Senate by the Government. It was passed by the Senate and then the National Assembly and was finally signed by the President of Pakistan on 9 June 2011.</p>	
#6. Create infrastructure at the ECP for maintaining voters' data	Dec 2010	The ECP has opened the tenders to purchase the state of the art IT equipments.	
#7. Conduct a study into the engagement of female enumerators with a view to	Dec 2010	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	

appointing them to better serve the female population		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.	
#8. Simplify voter registration forms—amendments	Jul 2010	Forms reviewed. Two new forms introduced for house-to-house verification of draft electoral rolls.	
#9. Conduct a study into introduction of photographs in the electoral rolls	Nov 2010	The Commission has approved electoral rolls with photographs and thumb impression to be used by the presiding officers. The proposal was discussed with the political parties and other electoral stakeholders. After thorough deliberations, it was approved by the Election Commission. A proposal to amend law for providing photographs and digitized ink thumb impressions of voters on FER has been sent to National Assembly's Standing Committee.	
#10. Improve the display of draft electoral rolls and accessibility to voters	Dec 2011	ECP in collaboration with IFES has finalized its strategy for a comprehensive display process during display of Preliminary Electoral Rolls and easy accessibility of voters to facilitate the citizens in filing Claims, Objections and Applications for Corrections. A massive awareness campaign is being launched to ensure maximum participation of voters.	
#11. Extension of CERS project to country wide field	Dec 2011	Once updated, accurate and credible electoral rolls are prepared and the necessary infrastructure is in place,	

offices		this objective will materialize. To achieve this CERS needs to be operational at the ECP secretariat and the provincial offices.	
#12. Revise the electoral rolls annually in the month of January each year as required by the Constitution	January each year	No revision of electoral rolls has taken place in 2008, 2009 and 2010. However, in 2011, the ECP has finalized its plan for revision of electoral rolls in collaboration with NADRA, followed by door-to-door verification and comprehensive display process. For subsequent annual revision of electoral rolls, different approaches are being considered by the ECP, including registering voters and updating of voter's data when they visit NADRA offices for issuance of CNIC or renew CNIC to incorporate changes in their personal details.	

Goal # 3: Election Operations

Objective	Completion Timelines	Latest Status	Remarks
#1. Identify new buildings and facilities for establishing accessible polling stations #5. Establish permanent polling stations across the country	#1. Dec 2010 #5. Jun 2011	Efforts are being made to establish permanent polling stations so that the voters could be assigned to polling stations well before the elections. The lists of permanent polling stations shall be placed on the ECP's website for information of general public and enabling the voters to know the location of their polling stations through the use of SMS facility. Necessary amendments required in the law/rules are being worked out. Committees are being constituted at district level to identify and verify the buildings to be proposed for declaring permanent polling stations. The PECs shall conduct survey in their respective provinces by the end of March 2012 and identify public buildings to be declared as permanent polling stations and submit their	

		proposals to JS (Election) for placing before the Election Commission for declaring such buildings as permanent 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	<p>The Electoral Legal Framework Committee has suggested an amendment in the Representation of the People Act, 1976, to enable Election Commission to hire temporary election staff during elections.</p> <p>The list of government servants belonging to the provincial and federal governments are being obtained who are now going to be trained as Returning Officers (DROs, ROs and AROs).</p> <p>Nevertheless, there is still a need to set up a system.</p>	
#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	<p>List of government servants obtained. An elaborate database will be developed to maintain the data of well-performing staff.</p> <p>Initially lists of the officers, who are likely to be appointed as DROs and ROs for next general elections, have been obtained. A Plan to train them for their role in elections is ready for implementation in next two to three months.</p>	
#4. Conduct feasibility study on the use of electronic voting machines	Jun 2010	<p>Feasibility study report on the use of EVMs (electronic voting machines) has been completed. ECP, with IFES assistance, also arranged an EVM demonstration from international and national vendors and invited political parties and civil society organizations to participate and provide their input to the discussion. 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. ECP has constituted a Committee to</p>	

		<p>plan and conduct Pilot project for introduction of EVM. The Committee held two meetings and has almost finalized technical and functional specifications of an EVM, which will be most suitable in Pakistan's socio-political environments.</p> <p>ECP held a presentation by five EVM vendors both national and international in December 2011 – specifically for the members of the Election Commission. It is part of the process to introduce EVMs through careful deliberations and clarity. Final specifications of the EVM prototype are being finalized.</p>	
#6 Explore devising a system for CCTV monitoring of sensitive polling stations	Jun 2011	No work initiated	
#7. Create linkage between polling stations and the computerised electoral rolls database	Dec 2011	Depends on early preparation of electoral rolls based on the NADRA database. It is connected with Goal#2 of the Strategic Plan and also with availability of IT equipment.	
#8. Gradual increase in the number of polling stations for facilitating voters, including the number of polling stations dedicated to female voters	Dec 2012	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	An ECP Committee has looked into various Forms to simplify them. The forms will be placed before the Legal Framework Committee in order to simplify them and if possible reduce their number. Some forms were also reviewed by the Result Management Committee headed by the Joint Secretary (Election).	

<p>#10. Establish an efficient results management system to compile election results in shortest possible time</p>	<p>Dec 2012</p>	<p>For development of an efficient results management system to compile election results in shortest possible time, a taskforce is required to be constituted. This is also linked with the Objective # 2 of the Goal # 10 (Strengthening of IT infrastructure across the ECP field offices). ECP constituted a committee comprising its officials and IFES officials to work at the improvement of the result management system. A few deliberative meetings took place early 2011 but not much progress was made because of ECP's focus on electoral rolls. On 1 December 2011 the ECP advised UNDP to provide a framework as to how they would like to assist the ECP in improving the current results management system.</p>	
<p>#11. Publish polling station-wise results on the ECP website immediately after the results are available</p>	<p>Jun 2013</p>	<p>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 will be solicited from IFES and with latest decision, based on 1 Dec brainstorming session of the ECP, UNDP will also provide assistance.</p>	
<p>#12. Review the guidelines/code of conduct for polling agents</p>	<p>Dec 2010</p>	<p>The ECP constituted a Code of Conduct Committee comprising ECP and IFES officials to draft codes of conduct for political parties, polling personnel, media, observers and security personnel for the future elections in consultation with the electoral stakeholders. The Committee has completed its work and the drafts of these Codes will now be presented to the five-member Election Commission soon. ECP will hold consultations with electoral stakeholders in January in order to get their input and ensure that there is acceptance of the Code by them. However, the Codes do not cover</p>	

		polling agents. There are ECP guidelines for the polling agents, which need to be reviewed and improved.	
#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	Since ECP has decided to extend right of voting through Postal Ballot to Pakistanis living abroad, it has become imperative to revisit the existing laws and procedure in order to make them more user friendly. With IFES assistance, the ECP is developing a system which could cater to the overseas Pakistanis.	
#14. Write and adopt a booklet with information about elections, eligibility and nomination procedures for candidates	Jun 2011	The Election Commission has, in principle, approved introduction of Nomination Paper Booklet for the next general elections. The Booklet was originally developed in 2008. It has been reviewed by the ECP's Legal Framework Committee assisted by IFES. As Code of Conduct for political parties and candidates is under review of the ECP, the Booklet will be ready for printing soon after its approval. The Booklet will be translated in Urdu.	
#15. Enhance access for election observers to the electoral process	Dec 2012	ECP's Legal Framework Committee has deliberated on this aspect in the process of unification of election law and overall electoral legal reforms. It will be part of the package to be sent to the Government/Parliamentary Committee on Electoral Reforms by the ECP.	
#16. Delimit constituencies for National and Provincial Assemblies	Dec 2012	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 was delayed due to numerous factors until 2011. The Housing Census has been completed but population census planned for September 2011 has been postponed. The Census Organization has increased the number of census blocks from 100,000 to 140,000. The ECP is in contact with Census Organization to obtain complete data of new census blocks which have been adopted as electoral areas. Fresh delimitation of	

		National and Provincial Assemblies constituencies will be possible after conduct of census and compilation of population statistics by the Census Organization. However, re-description of constituencies required due to administrative changes will be completed by the end of first quarter of 2012. To support this process GIS system will be developed.	
#17. Review the current list of election symbols and improve their quality	Mar 2012	On the basis of feedback from political parties during consultations with them, ECP has reviewed the existing list of election symbols. A Summary to the President has been moved to amend relevant Rules thereby deleting some of the existing symbols and adding some new ones. This summary is likely to receive approval of the President in January, 2012.	
#18. Improve quality of voting material	Regular basis	ECP will undertake a thorough review of the quality of election material with a view to improve it. ECP is reviewing specifications of the ballot boxes to be used in future elections. Budget Wing in consultation with Election Wing is working out the requirement of additional ballot boxes, plastic seals and voting screens.	
#19. Enhance security arrangement for polling stations	Regular basis	Various meetings with law enforcement agencies took place 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 2010 the 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. ECP has reviewed – Dec 2011 - its security cover for	

		Presiding Officers who enjoy the powers of Magistrate Class-I on polling day, but never utilized these powers. ECP is putting together measures to ensure maximum security on polling stations and giving more clarity to Presiding Officers and security personnel in their roles and responsibilities. A District Election Security Committee headed by DRO is being proposed which will comprise representatives of District Administration and other law enforcing agencies.	
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Goal # 4: Election Complaints and Disputes Resolution

Objective	Completion Timelines	Latest 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	-	
#2. Ensure appropriate legislation for development of electoral disputes resolution system	Jul 2011	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	Once the legal reform package is adopted in the law the committees will be formed accordingly. The Electoral Legal Framework Committee has proposed legal cover for this Objective in the Unified law.	
#4. Put in place a complaint tracking system at district level by using IT	Dec 2012	IT-based complaint tracking system is already in place at the ECP. However, to have it at the district level improvement in the IT infrastructure is needed. It is expected that the target will be achieved by set timelines. This is linked with the Objective # 2 of the Goal # 10 (Strengthening of IT infrastructure across ECP field offices).	

Goal # 5: Restructuring the Election Commission of Pakistan

Objective	Completion Timelines	Latest Status	Remarks
#1. Develop and approve the re-organisation plan, including budgets	Apr 2010	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	As a first step towards the main objective of re-organizing/re-structuring the ECP, CEC has upgraded all positions in BPS-1 to 20 —both in the Secretariat and in the field offices. Some of the posts have been re-designated to make them compatible with changing situations. The officials and officers in the Secretariat and field offices have been upgraded /promoted to next pay scale using the mechanism for upgrading all officials without any discrimination. About 285 new posts of Assistants and Data Entry Operators have been created for the district offices.	
#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		
#4. Establish a Training, Research and Evaluation Wing to be headed by a Joint Secretary	Jul 2010	With respect to FEA 4 positions -one Additional Director general (Training) and four Directors - are now available for TRE Wing, which are now being filled in.	
#5. Upgrade DG IT to BS 20 and provide additional posts for IT Directorate, on need basis	Jul 2010	JS-TRE has been re-designated as JS-LGE and Deputy Secretary (Elections) has been promoted as Additional Director General (Training).	
#6. Establish an Electoral Rolls Unit at the ECP Secretariat headed by a Deputy Secretary	Apr 2010	However, the Section Officer (Electoral Rolls) has now been re-designated as Section Officer (Confidential). No progress on ER officer.	
#7. Strengthen the Federal Election Academy with the provision of permanent staff and management structure	Dec 2010	The trainers – 2 Pakistani nationals - at FEA are being funded by IFES. The ECP has succeeded in getting sanctioned some posts exclusively for training purposes, which also include the post of Additional Director General (Training, Research & Evaluation) and 4 positions for Directors. The process of filling	

		these posts has started.	
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Goal # 6: Logistics, Infrastructure and Equipment for Election Commission of Pakistan

Objective	Completion Timelines	Latest Status	Remarks	
#1. Conduct a comprehensive need assessment of the ECP's infrastructure, logistics and equipment	Nov 2010	<p>The goal as a whole has made no progress, mainly due to non-availability of funds. Two out of 11 objectives had been set for 2010 – Objective 1 and 11. There are three objectives to be achieved during 2011 (7, 8 & 10). Rest of the objectives are for 2012 (5, 6 & 9) and 2014 (2, 3, & 4). Major funding requirements of the Strategic Plan are related to this goal.</p> <p><i>IT equipment is being purchased through USAID. Furniture etc would be purchased out of the regular budget. Funds need to be arranged for offices.</i></p> <p>This goal will consume nearly 60% of the 100 million dollars estimated budget of the Strategic Plan over 5 years. USAID initially indicated to provide 35 million dollars for the Strategic Plan, however, this amount has been reduced to only 8.5 million dollars but nothing has been materialized so far.</p>		
#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			<i>A request has been sent to the Government of Pakistan to allot a plot in H-10 Sector for construction of an academy. Meanwhile new buildings are being rented for Federal Election Academy.</i>
#6. Construct additional space for Court Room at the ECP Secretariat	Dec 2012			
#7. Replace/purchase suitable vehicles for the district offices, divisional offices, Provincial headquarters and ECP Secretariat	Jun 2011			The vehicles have been purchased.
#8. Purchase computers, scanners, printers,	Jun 2011			Being purchased.

photocopiers, furniture items, etc			
#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		

Goal # 7: Human Resources – Staffing and Compensation

Objective	Completion Timelines	Latest Status	Remarks
#1. Develop a comprehensive HR policy for the ECP	Sep 2010	<p>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.</p> <p>A detailed HR policy has also been developed. Besides outlining the ways and means to improve recruiting process, promotion policy and training plans, the HR policy document also contains job description of about 40 positions in the ECP.</p> <p><i>A human resource policy document has been</i></p>	
#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	<i>prepared. Likewise, the service rules are being reviewed along with promotion policy which needs to be finalized.</i>	
#7. Ensure that eligible women have at least 10% representation in the ECP jobs	Jun 2013	ECP and IFES are doing an assessment of gender issues with regard to women participation in elections and inclusion of women in the ECP jobs. The assessment will be followed by a strategy to improve women role in electoral processes. Instructions have been issued to meet the quota requirements.	
#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		A pool of former officers is being identified from amongst the officers of the federal and provincial services.
#11. Prepare the ECP officers for the roles of DROs, ROs and AROs and creation of an independent cadre	Dec 2010	19 ECP officers have been trained for the role of DROs/ ROs. 46 ECP officers have been trained as Master Trainers to train about 1200 DROs/ROs. Federal Election Academy is preparing a comprehensive training plan for the training of DROs, ROs and AROs for forthcoming general elections. It is expected that this training will be completed by end of March 2012.	

Goal # 8: Finance and Budget

Objective	Completion Timelines	Latest Status	Remarks
#1. Ensure complete financial autonomy through relevant legislation on the pattern of National Assembly and Senate	Dec 2010	A proposal has been sent to the Prime Minister.	
#2. Computerized the Budget Wing for easy operation and effective controls	Jun 2011	-	
#3. Raise funds for the implementation of the Strategic Plan	2010-2014	<p>Government of Pakistan is providing necessary funds for the purpose.</p> <p>Donors have also fielded a scoping mission to identify electoral reforms needs of the ECP in July 2011. Around the same time UNDP brought in their assessment mission to decide about their engagement in support of ECP.</p> <p>IFES and UNDP presented their plans to the Election Commission on 17 and 18 October 2011 respectively. The Commission welcomes support from the two. IFES based its plan on the five-year strategic plan of the ECP and the letter issued by the ECP to CIDA and recommendations of the scoping mission, and UNDP project has sprung out from the their assessment mission report and has been sent to Economic Affairs Division for approval.</p>	
#4. Assess and strengthen the current procurement policy (Supplies)	Jun 2010	A proposal will soon be prepared and presented for approval.	

Goal # 9: Training, Research and Evaluation

Objective	Completion Timelines	Latest Status	Remarks
#1. Strengthen the Federal Election Academy to make it a model training institution	Dec 2011	<p>Four positions for the FEA have been sanctioned and the ECP has started recruitment process with issuance of a newspaper advertisement. The positions include – an Additional Director General and 4 Directors. The Government has been requested to allot a plot in H-10 Sector for construction of anew full fledged academy. Meanwhile, buildings are being rented out to meet the requirement.</p> <p>IFES continues to provide a two training specialists to FEA as part of its training and capacity building assistance to the ECP.</p>	
#2. Build capacity of all employees through continuous training	Dec 2014	<p>409 ECP Officers – Deputy Election Commissioners, Assistant Election Commissioners, Election Officers, Section Officers, and Superintendents - were given various trainings as part of capacity building efforts. The areas of training include:</p> <ul style="list-style-type: none"> - Election laws and procedures - Communication skills - Presentation skills - Office procedures - Training techniques 	
#3. Conduct specific programmes, courses, workshops for various officials	Dec 2014		

		<ul style="list-style-type: none"> - Financial management - Team building - Roles and Responsibilities as DRO/RO - Time management - Work ethics and behaviors - Electoral rolls verification through ECP-NADRA collaboration - Dealing with stakeholders - Administration Management <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>152 ECP officers were trained as Lead Trainers for the roll-out of Supervisors and Verifying Officials training for door to door Electoral Rolls revision 2011.</p> <p>2,295 Registration Officers were trained as Master Trainers by 152 ECP Lead Trainers for the roll-out of Supervisors and Verifying Officials training before door to door electoral roll revision.</p> <p>166,994 Verifying staff (including 125,533 Verifying Officers and 41,461 Supervisors) was trained by Master Trainers for door to door</p>	
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		<p>Electoral Roll Revision 2011.</p> <p>A plan has also being devised to provide orientation to over 600 officers for districts to function as Revising Authorities during electoral rolls display process. IFES is helping the ECP in doing this.</p>	
#4. Develop curricula for various training programmes	Dec 2011	<p>A variety of training material was produced/ revised including 6 different kinds of training manuals, 3 kinds of Resource Guides for Resource Persons / Trainers and 11 kinds of Handbooks for various ECP officials. The manuals and handbooks include:</p> <ol style="list-style-type: none"> i. Trainer's manual for Capacity Building Training of AECs ii. Facilitators notes for training of ECP Officers for role of DRO, RO iii. Trainer's manual for Training of Master Trainers for Roll-out of Presiding Officers Training iv. Master Trainer's Manual for Presiding officers Training v. Trainers Manual for Polling staff Training vi. Handbook for Election Officers training vii. Handbook for District Returning Officers (Revised) viii. Handbook for Returning and Assistant Returning Officers (Revised) ix. Handbook for Presiding officers (Revised) x. Handbook for Polling staff (Revised) xi. Handbook for ECP officials training (at Provincial HQ) xii. Guidelines for Verifying Officials for ER Verification 2010 (Door to door verification 	

		<p>following ECP-NADRA collaboration</p> <p>xiii. Introduction to Information Technology & Microsoft Office 2003.</p> <p>xiv. Booklet on “Tips for Conducting Effective Trainings”</p> <p>xv. Trainers Manual for the Training of Verifying officials for Electoral Roll revision</p> <p>xvi. Resource guide for AECs training</p> <p>xvii. Resource Guide for DROs/ROs training</p> <p>xviii. Resource Guide for Election Officers Training</p> <p>xix. Guidelines for the Display Center In-charge</p> <p>xx. Guidelines for the Revising Authorities</p>	
#5. Conduct Building Resources in Democracy, Governance and Elections (BRIDGE) training for ECP officials	Dec 2011	<p>13 Trainings have taken place in which 285 ECP Officers have been trained.</p> <p>Subject to availability of funds IFES and UNDP will assist the ECP in conducting BRIDGE training events for the ECP officers.</p>	
#6. Conduct research on contemporary electoral issues for providing input to ECP policy making processes	Dec 2014	<p>With IFES assistance a few activities have been undertaken:</p> <ul style="list-style-type: none"> - National workshop on political finance - First past the post (Pakistani system) versus various versions of proportional representation system - Specifications for electronic voting machines 	
#7. Undertake election-related study visits and trainings abroad	Dec 2014	An ECP delegation visited Belgium to participate in a conference on elections/ technology and use of electronic voting machines in France and	

		<p>Belgium.</p> <p>CEC and Secretary ECP participated in the SAARC forum of Election Management Bodies in Bangladesh.</p> <p>Participation of ECP Officers in two events in India – Hyderabad and Delhi.</p> <p>ECP and High Commissioner of Maldives in Pakistan have been working on the possibility of exposure and exchange visits between both countries' election commission staff and also training of Maldives election commission staff at the ECP's FEA.</p> <p>The Chief Election Commissioner along-with Secretary ECP, JS (Elections) and DG (IT) visited India from 22 to 27 October to attend informal meeting of SAARC heads of EMBs hosted by Dr Anil Seal of Malaysian Commonwealth Study Centre. The ECP delegation also saw Indian EVMs demonstration and reviewed these devices from operational, procedural, technical and financial aspect.</p> <p>3 ECP IT officers are being sent to Dubai for training on Data Management – with IFES assistance. This will allow ECP to have the standards required to house the electoral rolls data.</p>		
#8. Monitor and evaluate all programmes and projects	Dec 2014	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	<p>30 Deputy Election Commissioners and Assistant Commissioners trained as Master Trainers for the training of polling staff. 19 DECAs and AECs 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.</p> <p>46 ECP officers have been trained as Master Trainers for the roll-out of DROs/ROs training for the next General Elections.</p> <p>152 Officers (AECs/DECs) were trained as Lead Trainers for roll out of Verifying Officials Training who in turn trained 2295 Master Trainers across country for the Electoral Rolls revision 2011 exercise.</p> <p>Planning is underway for training of 35 ECP officers in the conduct of election to Senate of Pakistan – based on Single Transferable Vote system. IFES and ECP officers are working on this together.</p>		
#10. Train polling officials for the next election, and include election related training in teachers' training curriculum/programmes	Dec 2012	First pilot of the cascade training was conducted in four constituencies. Keeping in view the learning from the pilot project, a national level cascade training model will be adopted for next General Elections. No progress on the inclusion of subject of election in teachers' training manual.		

		The matter was discussed in a day-long brainstorming session at the ECP on 1 Dec 2011 and later in a follow up review meeting held on 9 January. With IFES and UNDP assistance the ECP plans to train polling officials before the next general elections. Nevertheless, this depends on availability of funds.	
#11. Train political party agents	Dec 2012	It about time to start deliberation on this and draw a plan. FEA may be asked to do this. The number of these agents huge – and can be nearly 1.5 million across the country. It is thus imperative that FEA looks at goal #12, objective #5 (train political party representatives) and train a selected group of political party representatives who could take up guiding their respective agents on their role in elections.	
#12. Conduct trainings/ briefings of election observers and media	Dec 2012	The objective is related to the next general elections – and such briefings will be organized at an appropriate time.	
#13. Conduct training of security personnel	Dec 2012	This is another important area which requires FEA’s attention. ECP may devise guidelines for security personnel assigned to election duty and hand it over respective district police authorities.	
#14. Specialised IT training from authorised training centres abroad	Dec 2011	The DG (IT) developed a plan “Training Required for ECP’s IT Professionals”. ECP will ensure to implement this training plan and seek external assistance where necessary. ECP is sending three of its IT officers to Dubai with IFES assistance to train them in data management in security – this will allow ECP to have the required standards in place to house the	

		data of over 80 million voters at its secretariat.	
#15. Conduct IT skills training for officers and staff covering country-wide offices	Jun 2012	ECP with IFES assistance has arranged SQL Server 2008 and Windows Server 2008 training for 10 ECP/PECs IT professionals at a Karachi-based reputed institute.	
#16. Coordinate with donor agencies and facilitate donor assistance programmes	Dec 2014	A donor meeting was held at the ECP Secretariat in order muster support/funds for the Strategic Plan. USAID's commitment of USD 35 million could not be materialized. IFES and UNDP are trying to muster donor assistance in support of the ECP strategic plan, electoral reforms, and electoral cycle.	
#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	Latest Status	Remarks
#1. Formulate a comprehensive IT policy for the ECP	Dec 2010	The draft IT Policy of the ECP was prepared by the IT Wing in collaboration with IFES in January 2011. On the instructions of the Secretary ECP the draft IT Policy for the ECP was sent to Ministry of IT, NTISB and NADRA to solicit their comments and feedback and to amend this document	

		appropriately. The reply/feedback from Ministry of IT, NTISB and NADRA is still awaited. No progress for last one year.	
#2. Strengthen the IT infrastructure at ECP offices across the country by computerising field offices and installing electronic communication	Dec 2011	The two objectives are connected with the procurement of requisite IT equipment to strengthen the IT infrastructure in the ECP offices across the country. In this regard, the IT Wing conducted requirement analysis and prepared a comprehensive Plan for Induction of IT Equipment and Technical Specifications along-with Tender Document in December 2010. The Admin Wing invited tenders from the reputed vendors through open bidding in April 2011. After thorough scrutiny by the ECP Procurement Committee, four bidders/vendors were short listed. No further progress.	
#3. Extend the ECP Intranet portal facility to all field offices	Jun 2012	ECP has designed the new website which is operational since January 2010.	
#4. Redesign the ECP website	Dec 2011	This is part of the ECP's overall upgrading / restructuring of the various positions across the country and job descriptions under goal #5 and 7. For restructuring the IT Directorate at the ECP Secretariat and IT set-up in the PEC Offices, DG (IT) prepared an IT Restructuring Plan in June 2010 and submitted this document to the ECP management. However, no decision has been made in this regard.	
#5. Restructuring the IT Directorate at the ECP Secretariat and IT set up in the PEC Offices	Dec 2010	CERS-II has been developed by the ECP with IFES assistance wherein in-house capacity of the ECP has been strengthened to house electoral rolls data. To maintain and update the revised electoral rolls being prepared in collaboration with NADRA, the CERS-II is required to be modified	
#6. Establish computerised electoral rolls data centre	Jun 2011		

		<p>with enhance functionality and additional modules. The ECP's in-house capacity need to be strengthened to maintain the application software and electoral rolls database in a professional approach.</p> <p>With IFES assistance the ECP has put in place necessary hardware and software to house the electoral rolls at the ECP Secretariat and PEC Offices. Additional IT equipment in view of the emerging requirements will be required which is linked with Goal # 2 above.</p>	
#7. Introduce a geographical information system to support the entire election process	Dec 2013	The GIS Committee comprising ECP and IFES experts was established to conduct Feasibility Study 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, SUPARCO and Population Census Organization. The GIS committee report has been finalized and approved by the CEC. The ECP has yet to initiate GIS Pilot Project and establish GIS Lab which is linked with Goal # 2.	
#8. Develop and implement comprehensive information security and privacy policy	Jun 2011	Secretary ECP on 9 December 2010 constituted a technical committee, comprising DG (IT), Director MIS/CERS (ECP), Deputy General Manager Technology Integration (NADRA), Deputy Secretary National Telecom Information Security Board (NTISB), Section Officer (Ministry of Law) and Project Director (Ministry of IT) to develop information security framework to protect and safeguard the computerized electoral rolls system including recommendations on electoral rolls web	

		<p>hosting. The technical committee report is still awaited.</p> <p>Three ECP's IT professionals are being trained in "Information Security and Risk Management" at Dubai in collaboration with IFES. This training will be instrumental in strengthening ECP's in-house capacity to develop and implement comprehensive information security and privacy policy.</p>	
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Goal # 11: Public Outreach and Interaction with Political Parties, Civil Society Organizations and the Media

Objective	Completion Timelines	Latest Status	Remarks
#1. Increase the level of interaction with political parties and the general public for enhancing confidence in electoral processes	Dec 2014	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.	
#2. Hold regular consultations with political parties and civil society organisations at the national, provincial and district levels	Dec 2014	<p>ECP held a consultation meeting with political parties in the third week of February 2011 focusing at the progress on the implementation of the Strategic Plan and other key areas including electronic voting machines, ECP-NADRA collaboration, election symbols, etc. Another meeting is being held on January 23, 2012.</p> <p>ECP intends to consult political parties and civil society organizations on the drafts of the conduct related to general elections. The consultation is</p>	

		likely to take place during January 2012.	
#3. Develop and implement media outreach policy and strategy	Dec 2014		
#4. Establish a permanent Media Centre at the ECP	Dec 2011	This part of the IFES future assistance to the ECP. Work on this will start after February 2012.	
#5. Publish an ECP quarterly Newsletter	Dec 2012	ECP with IFES assistance developed design of the newsletter design. The newsletter has not been issued by the ECP.	

Goal # 12: Political Parties and Candidates

Objective	Completion Timelines	Latest Status	Remarks
#1. Reform legislation on political finance relating to political parties and candidates, strengthening financial accountability and enforcement mechanisms	Dec 2011	ECP organized a National Workshop on Political Finance in November, 2010, which was attended by the senior management of the 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 shared with all stakeholders.	<i>Now it is time to implement the recommendations and decisions taken in this workshop as well as in the meetings held with political parties on 22 February 2011.</i>
#2. Develop regulations, mechanisms and procedures to implement legislative requirements concerning political finance	Dec 2011	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.	

		ECP is setting up a political finance unit at its secretariat headed by financial Analyst for which necessary posts have been sanctioned. IFES is assisting the ECP in the development of the TOR for this unit.	
#3. Publish the financial statements of parliamentarians and political parties on the ECP website	Oct 2010	The meetings have been held with the Federal Board of Revenue and Auditor General of Pakistan. A roadmap has been prepared to move forward.	
#4. Strengthen the Code of Conduct for the political parties and contesting candidates	Jun 2011	ECP with IFES assistance has developed Codes of Conduct for various stakeholders including – political parties, election observers, media, polling personnel, and security personnel. The drafts have been finalized by the Code of Conduct Committee. This will follow review of the codes by the Commission and consultation with political parties and civil society organizations. It is expected that the codes will be approved during January-February 2012.	
#5. Train political party representatives and candidates on their electoral roles and responsibilities	Nov 2012	ECP will soon start work on this. Political parties' consultative forum will also be used for this purpose. This will contribute towards strengthening a more responsible political and electoral culture in Pakistan.	
#6. Make necessary changes in the existing Statement of Assets and Liabilities to make it simple and meaningful	Nov 2011	The meetings have been held with the Federal Board of Revenue and Auditor General of Pakistan. A roadmap has been prepared to move forward.	

Goal # 13: Civic and Voter Education***

Objective	Completion Timelines	Latest 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	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 nation-wide survey started on 3 January 2011. The field work was completed within three weeks. A detailed presentation based on the findings of the survey was given by MEMRB at the ECP. The survey provided significant input to the ECP voter education 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	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 from Australia was hired by IFES to help develop the strategy. Through stakeholder consultations the strategy was finalized and presented to the ECP management. It is being currently reviewed by the ECP.	
#3. Implement civic and voter education strategy, in collaboration with civil society partners and others	Dec 2012	In consultation with the ECP, IFES presented a district-based national voter outreach plan which was agreed by the Commission and the Secretary. However, no formal approval was granted. This intervention has the potential to revolutionize engagement of stakeholders at district level and increase voter turnout.	

#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.	
#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 th Constitutional Amendment the ministry will be devolved. The civic and voter education strategy covers this.	
#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. UNDP, as part of their assistance to the ECP plans to cover youth segment of society – to increase their participation.	

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

Objective	Completion Timelines	Latest Status	Remarks
#1. Support the development and adoption of legislation on the participation of persons with disabilities in the electoral process	Dec 2011	Amendments in the law have been proposed to the respective Standing Committees.	
#2. Conduct research on voting participation of persons with disabilities to understand the issue in depth and formulate relevant policies	Sep 2010	Some officers of ECP have been trained by IFES who are now formulating specific proposals.	
#3. Develop awareness materials highlighting the importance of the vote of every person, specifically targeting marginalised groups	Dec 2012	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	ECP and IFES are in the process of conducting a gender assessment with focus on women in the ECP and women participation as voters. The assessment will be finalized in January and it is expected to have a strategic framework ready in February 2012.	
#5. Develop and implement policies and registration and voting procedures to increase electoral participation of women and marginalised groups	Dec 2010	Gender assessment and gender strategy to help achieve this.	

#6. Train ECP officials with respect to participation of persons with disabilities in the electoral processes	Dec 2011	In progress	Six trainings have been conducted for ECP officials (2 for Assistant Election Commissioners and 4 for Election Officers and Superintendents) in which 111 officials (33 AECs and 66 EOs and 12 Superintendents) participated an hour session on “Disability Equality i.e. inclusion of persons with disabilities in electoral process” at FEA. No further progress	
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Goal # 15: Branding of the Election Commission of Pakistan

Objective	Completion Timelines	Latest Status	Remarks
#1. Develop a design for the divisional and district office buildings along with signboards that could be replicated all across the country	Dec 2010	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	It has already started with launching of the Strategic Plan.	
#3. Develop an ECP branding using specific colour combinations for all items it uses	Dec 2010	New designs were developed and presented in a meeting at the ECP. Comments were received and incorporated in the designs. However, no further progress was made.	