

## **Progress Report on Implementation of the ECP's Second Five-Year Strategic Plan (2014-2018)**

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After successful completion of the First Five-Year Strategic Plan with 80 percent targets achieved, the Election Commission of Pakistan (ECP) launched its second Five-Year Strategic Plan on 5 June 2014. The ECP developed the Plan with a vision *“to become a more vibrant and progressive Election Management Body that delivers its constitutional mandate of organizing and conducting elections honestly, justly, fairly, and guarding against corrupt practices, having complete trust of the people, and contributing towards a stronger democracy in Pakistan”*. The objectives of the plan are largely based on the findings of the recommendations from the ECP's consultative post-election review process and observer reports. The following guiding principles reflect the overall philosophy of the ECP, setting ethical and professional standards:

### **Independence**

The ECP will further strengthen its independent status under the Constitution, laws and rules by rendering services that are expected of it.

### **Impartiality**

The ECP will always be non-partisan and fair in all of its decisions and functions.

### **Transparency**

The ECP will have transparency in its policies and actions, and will ensure that the stakeholders have access to relevant information.

### **Integrity**

The ECP will ensure a high level of integrity and promote honesty in all of its functions.

### **Credibility**

The ECP will endeavor to ensure that all electoral processes adopted to deliver an election are credible and acceptable to the public at large.

### **Inclusiveness**

The ECP will always endeavor to create favorable conditions for women, minorities, persons with disabilities and other marginalized groups.

Following is an update (from June 2014 to January 2016) on the progress made by the ECP in implementing the Strategic Plan:

### Strategic Goal #1: Legal Framework (16 Objectives)

To ensure that the laws and rules related to electoral processes address the issues faced in the previous elections, and reforms are introduced to further strengthen the electoral system.

Sr. No.	Objectives	To be accomplished by					Progress (Jun 2014 to January 2016)
		2014	2015	2016	2017	2018	
1	Prepare a paper on issues related to the legal framework in the light of lessons learned in the wake of 2013 General Elections	Jun					<u>Achieved.</u> ECP's Legal Framework Committee has prepared a comprehensive proposal of draft Unified Election Laws based on the reports of various observer missions and consultations with various stakeholders. The draft Unified Law is under consideration with the Parliamentary sub-Committee on Electoral Reforms.
2	Review the package of amendments in the Representation of the People Act (1976) sent to the government prior to the 2013 General Elections and resend for legislation		Mar				<u>Achieved.</u> A comprehensive legislative proposal with the name of draft bill on Elections Act 2015 prepared by ECP's Legal Framework Committee (LFC) has been shared with the Parliamentary Sub-Committee on Electoral Reforms which is under consideration for enactment. Rules framed under the above draft Act have also been unified which are also under consideration in the Sub-Committee.  Various Forms for the conduct of elections and other processes are also being reviewed by the LFC.
3	Unify the election laws by improving the earlier draft and also bring about improvements based on the experiences of the 2013 General Elections		Sep				<u>Achieved.</u> A comprehensive legislative proposal with the name of draft bill on Elections Act 2015 prepared by ECP's Legal Framework Committee (LFC) has been shared with the Parliamentary Sub-Committee on Electoral Reforms which is under consideration for enactment. Rules framed under the above draft Act have also been unified which are also under

						consideration in the Sub-Committee.  Various Forms for the conduct of elections and other processes are also being reviewed by the LFC.
4	Unification of election rules on the basis of the unified election law			Mar		<u>Achieved.</u> A comprehensive legislative proposal with the name of draft bill on Elections Act 2015 prepared by ECP's Legal Framework Committee (LFC) has been shared with the Parliamentary Sub-Committee on Electoral Reforms which is under consideration for enactment. Rules framed under the above draft Act have also been unified which are also under consideration in the Sub-Committee.  Various Forms for the conduct of elections and other processes are also being reviewed by the LFC.
5	Analysis of new local government laws and rules adopted for local government elections and draft recommendations for improvements		Mar			<u>Achieved.</u> ECP has been regularly interacting with the provincial governments with regard to local election laws and rules, and suggested a number of improvements. ECP has successfully organized local government elections in Balochistan, Cantonment, KPK, Punjab, Sindh and ICT.
6	Devise legal provisions with sanctions to prevent any attempt to bar female voters from exercising their right to vote at an election		Mar			<u>Achieved.</u> A comprehensive legislative proposal with the name of draft bill on Elections Act 2015 prepared by ECP's Legal Framework Committee (LFC) has been shared with the Parliamentary Sub-Committee on Electoral Reforms which is under consideration for enactment. Rules framed under the above draft Act have also been unified which are also under consideration in the Sub-Committee.  Various Forms for the conduct of elections and other processes are also being reviewed by the LFC.

7	Review the Political Parties Order 2002 and define a uniform structure for political parties and registration procedures for a political party, holding of intra-party elections, and allocation of symbols		Mar				<p><u>Achieved.</u> A comprehensive legislative proposal with the name of draft bill on Elections Act 2015 prepared by ECP's Legal Framework Committee (LFC) has been shared with the Parliamentary Sub-Committee on Electoral Reforms which is under consideration for enactment. Rules framed under the above draft Act have also been unified which are also under consideration in the Sub-Committee.</p> <p>Various Forms for the conduct of elections and other processes are also being reviewed by the LFC.</p>
8	Devise a complete scrutiny process covering each point in the nomination form in the light of Article 62 and 63 of the Constitution and by amending section 14 of Representation of the People Act, 1976		Mar				<p>This process shall start once the expected Constitutional amendments and enactment in the relevant laws is made by the Parliament.</p>
9	Review the system of reserved seats in the National and Provincial Assemblies for its improvement		Mar				<p><u>Achieved.</u> A comprehensive legislative proposal with the name of draft bill on Elections Act 2015 prepared by ECP's Legal Framework Committee (LFC) has been shared with the Parliamentary Sub-Committee on Electoral Reforms which is under consideration for enactment. Rules framed under the above draft Act have also been unified which are also under consideration in the Sub-Committee.</p> <p>Various Forms for the conduct of elections and other processes are also being reviewed by the LFC.</p>
10	Make the codes of conduct for political parties and contesting candidates, election observers, polling staff, security personnel, and others more effective based on the lessons learned from the 2013 General Elections		Mar				<p><u>Achieved.</u> The Legal Framework Committee of ECP has prepared a comprehensive proposal of draft Unified Election Law which is being deliberated upon by the Parliamentary Committee on Electoral Reforms.</p>

11	Provide technical assistance to the relevant standing committees of the Senate and National Assembly on the issue of providing right of vote to overseas Pakistanis in the National and Provincial Assemblies elections		Dec				ECP is continuously interacting with the relevant standing Committees of the Senate and National Assembly on the issue of providing right of vote to overseas Pakistanis and have also given its input to the Parliamentary Sub-Committee on Electoral Reforms which is considering it.
12	Identify and propose necessary legislation to introduce electronic voting machines, and biometric identification of voters for elections		Mar				ECP has provided necessary input to the Parliamentary Sub-Committee on Electoral Reforms to introduce electronic voting machines and biometric identification of voters for elections. The matter is under consideration with the Parliamentary Sub-Committee.
13	Improve the form used for submission of statements of assets and liabilities by the members of the Parliament and Provincial Assemblies		Mar				The Parliamentary Sub-Committee has considered the issue at length in its meetings and it has been proposed that the statements of assets and liabilities shall be replaced with Wealth Statement.
14	Devise legal framework enabling internally displaced persons to vote for their home constituencies		Mar				<u>Achieved.</u> A comprehensive legislative proposal with the name of draft bill on Elections Act 2015 prepared by ECP's Legal Framework Committee (LFC) has been shared with the Parliamentary Sub-Committee on Electoral Reforms which is under consideration for enactment. Rules framed under the above draft Act have also been unified which are also under consideration in the Sub-Committee.  Various Forms for the conduct of elections and other processes are also being reviewed by the LFC.
15	Examine the system of postal ballot and bring about improvements		Mar				<u>Achieved.</u> A comprehensive legislative proposal with the name of draft bill on Elections Act 2015 prepared by ECP's Legal Framework Committee (LFC) has been shared with the Parliamentary Sub-Committee on Electoral Reforms which is under consideration

							for enactment. Rules framed under the above draft Act have also been unified which are also under consideration in the Sub-Committee.  Various Forms for the conduct of elections and other processes are also being reviewed by the LFC.
16	Propose legal amendments to revise timelines for finalization of polling scheme and increase the duration for better management of elections		Mar				<u>Achieved.</u> A comprehensive legislative proposal with the name of draft bill on Elections Act 2015 prepared by ECP's Legal Framework Committee (LFC) has been shared with the Parliamentary Sub-Committee on Electoral Reforms which is under consideration for enactment. Rules framed under the above draft Act have also been unified which are also under consideration in the Sub-Committee.  Various Forms for the conduct of elections and other processes are also being reviewed by the LFC.

### Strategic Goal #2: Election Operations (29 Objectives)

Further strengthen the ECP's electoral management capacity covering all important actions in different phases of elections to ensure free, fair and transparent elections.

Sr. No.	Objectives	To be accomplished by					Progress (Jun 2014 to Jan 2016)
		2014	2015	2016	2017	2018	
1	Develop an operational plan for piloting electronic voting machines and biometric voter identification	Jun					The operational plan for piloting electronic voting machines and biometric voter identification has been developed.

							Pilot test of Electronic Voting Machines shall also be carried out in one of the bye elections in near future. The operational plan has been drafted for seeking formal approval.
2	Pilot the use of electronic voting machines and biometric voter identification in view of the feasibility study		Jun				<p>The operational plan for piloting electronic voting machines and biometric voter identification has been developed. The specification of the EVM has been drafted with consensus of MoIT, NADRA and sub-committee on Electoral Reforms. However, the specification of BVM has yet to be finalized by the NADRA and the MoIT, once it will finalize then MoIT will send the specification to the ECP.</p> <p>Biometric voter identification has been tested during bye-election in NA-19 at 30 polling stations using 60 biometric devices. The report of pilot test was shared with the Parliamentary Sub-Committee for its information.</p>
3	Develop an EVM and biometric voter identification implementation plan based on the pilot		Dec				Base on the pilot test on EVM and biometric voter identification, a detailed plan shall be developed in future.
4	Nation-wide rollout of electronic voting machines and biometric voter identification system				Jun		This will depend on the results of the conduct of multiple Pilot Testing of EVM and BVM.
5	Establish a geographical information system (GIS) lab at the ECP Secretariat, and develop capacity to conduct delimitation of constituencies using GIS technology	Jun	-				<p>A GIS lab has been established at the ECP Secretariat. Two Pilot Testing have successfully been conducted in LGE-ICT on 30<sup>th</sup> Nov 2015 and NA-218 on 18<sup>th</sup> Jan 2016 in which all the Polling Stations were mapped on Google Mapping service to facilitate the all the stakeholders.</p> <p>ECP has contacted all Provincial Governments asking</p>

						<p>them to share the data of schools (as polling stations) of the respective provinces along with the coordinates (Geo-Reference) so that ECP would map all the schools (polling stations) on Google.</p> <p>However, the delimitation of Constituencies is depending on the National Census activity, therefore, this gigantic task will be conducted after Census.</p>
6	Undertake a pilot for delimitation of constituencies based on GIS technology using existing data	Dec				This activity will be performed with the PBS in future.
7	Engage all relevant government entities for their support to seek data to be used for delimitation of constituencies as well as for preparation of list of polling stations	Jun				The ECP approached relevant government entities for their support to seek data to be used for delimitation of constituencies as well as for preparation of list of polling stations. The response from these departments is being evaluated by the ECP to formulate the future strategy in this regard.
8	Delimit National and Provincial Assembly constituencies using GIS technology – subject to the holding of national census and availability of data			Dec		This activity will be undertaken after national census. The fresh delimitation will be conducted on the basis of fresh census data with the support of delimitation software.
9	Place polling stations and constituency maps on google maps for the benefit of all stakeholders				Jun	<p>Two Pilot Testing have successfully been conducted in LGE-ICT on 30<sup>th</sup> Nov 2015 and NA-218 on 18<sup>th</sup> Jan 2016 in which all the Polling Stations were mapped on Google Mapping service to facilitate the all the stakeholders.</p> <p>ECP has contacted all Provincial Governments asking them to share the data of schools (as polling stations) of the respective provinces along with the coordinates (Geo-Reference) so that ECP would map all the schools</p>



						(polling stations) on Google.
10	Assess the quality of election materials used for the 2013 General Elections and bring about the required improvements	Nov				The matter has been discussed in the meeting of Planning Committee and the Committee has recommended decentralizing purchase of all such non-propriety material to the PECs/DECs.
11	Improve the operational framework for IDP voting for their home constituencies based on learning from the 2013 General Elections		Aug			The Legal Framework Committee of ECP has deliberated upon this and necessary legislation and procedure has been added in the draft Unified Law.
12	Undertake an assessment of the polling stations used in the past to evaluate their suitability with a focus on accessibility for persons with disabilities and devise a policy to facilitate them for their better participation in elections				Jun	The matter has been discussed in the Planning Committee meeting and it has been recommended that in future District Election Commissioners must ensure that all the locations/buildings of the would-be polling stations exist, and are visited and inspected by him before proposing it for establishment as a polling station. Moreover, it was also deliberated that one exclusive official may be designated and appointed with the RO to assist him in physical examination/inspection and subsequent selection of the premises as a polling station to avoid complaints and frequency in the change of polling stations.
13	Establish polling stations across the country with no change in the four months prior to an election				Jun	Work in progress for establishing permanent polling stations having all necessary facilities.
14	Strengthen the ECP's polling station results compilation, tabulation, consolidation and management system introduced for 2013 General Elections			Mar		ECP is continuously working on it and improving the result compilation, tabulation, consolidation and transmission of result. It has also tested the use of android phones for transmission of polling station wise results in a bye election in PP-16 Attock which was successful. Also another Pilot testing was performed in LGE-ICT 2015 on 30 <sup>th</sup> Nov 2015 at 200 Polling stations of Islamabad. All the results were received from Android

							Mobile Technology developed by ECP and its result was also encouraging and successful.
15	Develop a practical operational plan for out of country voting for overseas Pakistani voters		Jun				<p>ECP has now established a Directorate of Overseas Voting and formed a Committee having representation of all relevant departments to look into various options for extending voting facilities for Pakistanis living in other countries.</p> <p>ECP has asked UNDP to develop proper feasibility Report on External Voting and UNDP promised to accomplish the task within three months time.</p> <p>Two mock exercises were also conducted on demand of the Sub-Committee on Electoral Reforms but that was not practicable to implement for overall Diaspora.</p>
16	Develop a system for election observation – an accreditation process, the duration of election observation, define roles and responsibilities, sharing with the ECP the deployment plan for observers, and maintaining a database of election observers		Jan				ECP has a system to issue accreditation cards for national and international observers. A detailed SOP for Observers has also been approved by the Election Commission which is implemented in letter and spirit.
17	Prepare guidelines for presiding officers to get confirmation about the visit of an election observer by recording his/her particulars, and also if any form used at a polling station has been issued		Jan				Some guidelines have been provided to presiding officers in the handbooks used for KPK, Punjab and Sindh local government elections. A detailed SOP for Observers has also been approved by the Election Commission which is implemented in letter and spirit.
18	Review the level of financial/logistic support to public sector employees for their engagement in different activities – electoral roll verification, participation in trainings, conduct of election, etc	Dec			Jun		The issue has been considered in the Planning Committee and it has been decided that the Budget Section of ECP shall consult the issue with the stakeholders and submit a workable proposal within a period of two weeks. It was also directed that this issue may also be taken-up with the donor agencies who are

						assisting the electoral process.
19	Develop and maintain a database of trained polling staff who worked during the 2013 General Elections	Aug				The relevant information is being gathered from Provinces and a database of all trained polling staff shall be maintained.
20	Review various forms and envelopes used for an election and reduce their number for easy handling by polling staff		Mar			Various Forms for the conduct of elections and other processes are being reviewed by the LFC.
21	Develop standard operating procedures for distribution and maintenance of election materials and establish a tracking system			Dec		The Planning Committee has thoroughly deliberated on the issue and recommended preparation of proposal for decentralization of the financial powers to the PECs & RECs in certain cases and reducing/adjusting the number of envelopes and forms by LFC.
22	Undertake a study on ballot paper integrity and suggest improvements with security features		Jun			The Planning Committee discussed this issue and recommended that improved specification of paper (80 gm) for printing of ballot papers with security features may be considered for future.
23	Review and decide on replacing the indelible inkpot with an indelible ink marker while maintaining the required level of quality	Dec				<u>Achieved.</u>
24	Engage the government for holding the national census in the country		Jun			<u>Achieved.</u> The Federal Government has decided to conduct national census in March 2016.
25	Strengthen district coordination committees established with the aim to support the ECP in the conduct of elections by defining their role clearly		Jan			<u>Achieved.</u> It is a regular feature and district coordination committees are functioning effectively.
26	Review the current system of multiple constituencies managed by one RO and replace it with one RO managing one				Dec	A proposal has been included in the draft Unified Law for consideration of the Parliamentary Sub-Committee

	constituency only – national or provincial					on Electoral Reforms.
27	Develop a paper on creating a pool of ROs/DROs/presiding officers with different options – from private sector, retired officers/judges, lawyers etc. with detailed merits and demerits, and share it with all the stakeholders				Dec	It is purely an executive job and can be effectively performed by the executive. ECP's LFC has made some proposals to the Electoral Reforms Committee in this regard for their consideration.
28	Develop a placemat with key information about various steps on Election Day to support the work of presiding officers	Jul				<u>Achieved</u> . Prepared and used for KPK local government elections and the same has been developed for Punjab, Sindh and ICT and later an improved version will be produced for the next general elections.
29	Establish an electronic information management system within ECP Secretariat and across the ECP's countrywide field offices		Dec			The IT infrastructure is being strengthened at ECP Secretariat PEC offices and countrywide field offices. The electronic information management system shall be operational by the end of February, 2016.

### Strategic Goal #3: Election Dispute Resolution (5 objectives)

Analyze the present system of resolving election complaints and disputes in various phases of electoral process, and come up with practical measures to remove any anomalies to make the system more efficient and effective.

Sr. No.	Objectives	To be accomplished by					Progress (Jun 2014 to Jan 2016)
		2014	2015	2016	2017	2018	
1	Identify gaps in the law dealing with electoral dispute resolution and elaborate procedures for improvement		Mar				Gap analysis has been carried out. LFC has also considered the procedures for improvement. In the light of the LFC's recommendation a complaint cell comprising five officers was formed for the Local Government Elections who received more than 3200 complaints of different natures during the current Local Government Elections in Punjab, Sindh & ICT. All these

							complaints were appropriately disposed of after the decisions by the Hon'ble Election Commission.
2	Refine and improve the handbook for Appellate Tribunals prepared prior to the 2013 General Elections	Dec					The handbook has been improved and used for KPK local government elections. Based on provincial laws and rules, similar handbooks have been prepared for Punjab and Sindh LG elections.
3	Develop a handbook and other support material for Election Tribunals		Mar				Handbook for Election Tribunals for KPK had been prepared and provided to the Tribunals.
4	Run awareness campaigns to inform candidates and political parties about the process of lodging complaints and filing petitions					Jul	Different Local Government Acts/Laws provide different remedies/reliefs for election disputes in their respective domains; therefore, petitioners, candidates & political parties had to seek remedy under the relevant provincial/ regional laws. The petitioners/candidates were provided necessary guidance during the local government elections. However, awareness campaign at national level would be planned before the next General Election in 2018.
5	Improve tracking and management of incoming complaints using a database system to ensure professional management of complaints		Dec				Software has already been prepared which is being tested and would be applied during the General Elections-2018.

#### Strategic Goal #4: Autonomy of the ECP, Finance and Budget System (5 objectives)

Continue working and advocating for attaining complete autonomy in all respects including finances and creation of new positions and strengthen budgeting and procurement procedures for maximum transparency.

Sr. No.	Objectives	To be accomplished by	Progress (Jun 2014 to Jan 2016)
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		2014	2015	2016	2017	2018	
1	Undertake an assessment of the level of autonomy that the ECP has in line with its constitutional role to organize and conduct free and fair elections, and identify areas for improvement		Jul				ECP's financial autonomy has been discussed by the Parliamentary Sub-Committee on Electoral Reforms.
2	Improve the areas related to financial autonomy of the ECP on the basis of the findings of the assessment report			Dec			ECP's financial autonomy has been discussed by the Parliamentary Sub-Committee on Electoral Reforms.
3	Follow the Public Procurement Regulatory Authority (PPRA) regulations to ensure transparency in all procurements, and ensure quality of the procured material					Dec	ECP continues to follow the policy.
4	Develop a computer-based inventory system – easy to use and update – to support the ECP's logistical and procurement needs	Dec					A project shall be launched by the IT Wing and an inventory system – easy to use and update – shall be prepared in near future.
5	Set up a Quality Assurance Committee to check the quality of material procured and ensure that it is as per required specifications and standards	Dec					In the recent meeting of the Planning Committee held on 05-01-2016, it has been decided to (i) decentralized procurement of all election material to the PEC/REC level, (ii) re-delegate financial powers to the PECs/RECs/DECs level and (iii) constitute procurement & quality assurance committees as the quality assurance of such a huge procurement was not possible at central level.

### Strategic Goal #5: Political/Electoral Finance (5 objectives)

Undertake in-depth analysis of the current system dealing with electoral finance and strengthen it by removing any gaps and building ECP's internal capacity.

Sr. No.	Objectives	To be accomplished by					Progress (Jun 2014 to Jan 2016)
		2014	2015	2016	2017	2018	
1	Assess the legal framework dealing with electoral finance and make it more effective		Mar				The issue was discussed in the LFC and has been recommended to the Parliamentary Sub-Committee on Electoral Reforms for incorporation in the unified laws.
2	Develop a campaign monitoring toolkit for the ECP's monitoring teams		Mar				A check-list was prepared for monitors deployed during the recent local government elections in Punjab, Sindh & ICT. This check-list would be improved for the next General Elections in 2018.
3	Develop a training methodology and plan, and conduct training of monitoring teams					Jun	The monitors deployed during the recent local government elections in Punjab, Sindh & ICT were provided necessary training. Outcome of this training was encouraging during the LGE exercise. The training methodology would be improved & customized to the next General Elections-2018.
4	Set up and strengthen an Electoral Finance Unit at the ECP Secretariat		Dec				Directorate of Political Finance has been established which is functioning within the given parameters of the law.
5	Build the capacity of the staff managing the Electoral Finance Unit through relevant trainings				Dec		Regular training focusing on capacity building, planning & management are under-taken by the officers.

### Strategic Goal #6: Voter Registration and Electoral Rolls (8 objectives)

Manage a computer-based secure and updated electoral rolls database and to ensure that the voter registration process is facilitative for voters.

Sr. No.	Objectives	To be accomplished by					Progress (Jun 2014 to Jan 2016)
		2014	2015	2016	2017	2018	
1	Establish computerized electoral rolls system (CERS) at the ECP Secretariat and PEC offices and have it operationalized by NADRA along with source code, system documentation and Management Information System, etc	Sep					ECP's Computerized Electoral Rolls System (CERS) Deployment Committee has been re-constituted which is operating as per its TORs.
2	Maintain and update voters database system at the ECP Secretariat and PEC offices and improve the existing CERS	Nov					The activity would be undertaken after transfer of the CERS from NADRA.
3	Extend CERS to the ECP's district offices across the country and ensure their connectivity for online/real-time updating of voters' data		Sep				Establishment of intranet amongst the Secretariat, PECs, RECs & DEC's offices is in progress and would be completed during current financial year. After establishment of the intranet this activity would be available online.
4	Develop, approve and implement a standard operating procedure for updating the electoral rolls on a regular basis – including new registrations, deletions and correction of voters particulars under Section 18 of the Electoral	Jun					This is a regular and on-going activity of the Election Commission of Pakistan which is being executed as per the law. However, CERS-specific SOP has been prepared.



	Rolls Act, 1974					
5	Review the existing death registration system in collaboration with NADRA and suggest improvements for keeping the electoral roll updated		Mar			The existing death registration system is being reviewed with the assistance of NADRA for keeping the electoral rolls updated.
6	Review quality of the electoral roll through list-to-voter and voter-to-list analysis based on defined parameters	Dec				ECP's CERS committee shall consider this objective under its mandate.
7	Analyze the existing format of electoral rolls and introduce improvements for easy identification of voters during the polling process and decide on changing from census bloc to polling station-centered strategy				Dec	ECP's CERS committee shall consider this objective under its mandate.
8	Develop operational and technical procedures for updating the CERS database once the system is delivered by NADRA		Dec			The objective will be achieved only after meeting targets 1 and 2 above.

### Strategic Goal #7: Civic and Voter Education (12 objectives)

Provide information and contribute towards educating citizens about their rights and obligations in regard to elections and democracy with the aim to make the electoral processes more credible and accountable through their participation.

Sr. No.	Objectives	To be accomplished by					Progress (Jun 2014 to Jan 2016)
		2014	2015	2016	2017	2018	
1	Undertake a survey on voter participation, including men and women, in the post 2013 General Election scenario to understand voters' concerns and expectations to support the ECP's voter education planning activities	Dec					Survey is in progress.
2	Develop a bi-yearly voter education plan with specific targets by drawing lessons from the first plan developed in 2012 and used for the 2013 General Elections		Jan		Jan		The plan has been prepared projecting a 70% target.
3	Develop a civic education plan targeting engagement of different segments of society		Jan		Jan		Plan has been prepared.
4	Engage with civil society at the district level to reinvigorate the ECP's district civic and voter education committees created as part of district-centered national voter outreach program					Dec	Committees have already been formed who performed well during local government elections.
5	Increase voter participation in the next general elections from 55 percent in 2013 to 70 percent with all inclusive efforts covering men, women, minorities, youth, persons with					Dec	70% target has been projected for which efforts are in process particularly focusing on the marginalized groups of the society.

	disabilities and others						
6	Develop material on civic and voter education for inclusion in school/college level curriculum	Aug					Consultation with the stakeholders is in progress.
7	Undertake advocacy efforts with the provincial ministries of education to include voter/civic education as a topic in the secondary and higher secondary level school curriculum					Dec	Consultation is in progress.
8	Prepare and disseminate information through the ECP's website					Dec	Information through the website is being provided to electoral stakeholders
9	Prepare the ECP's quarterly newsletter and share information with internal and external stakeholders	Jul Oct	Jan Apr Jul Oct	Jan Apr Jul Oct	Jan Apr Jul Oct	Jan Apr Jul Oct	PR Wing is considering achieving this objective.
10	Place voter information and educational videos on the ECP's website covering important phases of elections including voter registration					Dec	Achieved.
11	Hold debates in educational institutions covering various dimensions of civic and voter education					Dec	In progress.
12	Develop messages, themes and topics for various voter/civic education activities including All Inter-Collegiate Debates in the country					Dec	In progress.

### Strategic Goal #8: Gender in Electoral Processes and the ECP (15 objectives)

To institutionalize measures for enhancing women's participation in electoral processes as voters, candidates and as employees of the ECP and take steps to ensure their electoral participation without fear, coercion or intimidation.

Sr. No.	Objectives	To be accomplished by					Progress (Jun 2014 to Jan 2016)
		2014	2015	2016	2017	2018	
1	Formulate an implementation plan for rolling out gender-related activities	Jul					<ul style="list-style-type: none"> <li>▶ ECP has devised a one year plan to implement activities for mainstreaming gender and has a major component to develop training modules to carry out gender sensitization trainings for ECP employees.</li> <li>▶ The plan also contains undertaking a research to identify the causes of low women's voter's registration and voter turnout to take measures to increase the women's voters turn out in long run.</li> <li>▶ A gender mainstreaming working group has been approved by the Hon'ble CEC and will be inaugurated in a week's time.</li> </ul>
2	Conduct research to identify barriers which prevent women from registering and exercising their right to vote.	Jul					<ul style="list-style-type: none"> <li>▶ Gender Affairs Unit has acquired baseline data on areas where women were not allowed to cast vote or their turnout during Local Government Elections 2015 was low.</li> </ul>
3	Devise a strategy to reduce the gap between men and women on the electoral rolls	Sep					<ul style="list-style-type: none"> <li>▶ A section in the Draft Election Act 2015 with the title "Special Measures for enrolment of women voters" has been added by the Reform Committee.</li> <li>▶ In light of this law, ECP will adopt two-pronged strategy namely:                             <ul style="list-style-type: none"> <li>▶ Coordination with government line departments such as NADRA and BISP etc.</li> <li>▶ Advocacy to encourage women to get NIC and get</li> </ul> </li> </ul>

							them registered as voters through GDEWG.
4	Develop a strategy for reducing voter turnout gaps between men and women		Dec				▶ GDEWG will also support ECP on this issue as well through their representation at grass root level.
5	Develop a mechanism for increasing the percentage of female polling staff	Dec					▶ • The issue is under consideration that maximum staff at the polling stations/ booths will be women in General Election 2018.
6	Develop curriculum/ material for training of the ECP officials on gender issues and implement it through FEA		Mar				▶ Conducted one BRIDGE workshop on Gender and Elections in 2014. One training for 22 female ECP staff conducted to increase their knowledge about gender and elections as well as basic job skills.
7	Develop a concept note to identify the advantages of having picture on the CNIC for women to further improve registration of women with pictorial identification		Jun				The objective has already been achieved as the picture of woman CNIC holder is now compulsory.
8	Review existing guidelines for polling staff for effective recording of gender disaggregated results in Forms XIV, XVI and XVII.				Apr		Forms used for conduct of elections and other different related activities will be reviewed after enactment of Election Act 2015 and during that exercise, Form-XVI and Form-XVII will be amended to have gender disaggregated data of polled votes.
9	All position advertisements of the ECP to state “women are encouraged to apply”					Dec	<u>Achieved.</u>
10	Train ECP master trainers on gender specific training for managing gender-related training needs		Apr				<u>Achieved.</u>
11	Make all training and voter education material gender sensitive and work towards building a gender-sensitive culture in the ECP					Dec	<u>Achieved.</u>

12	Analyze polling stations with high and low women turnout to identify issues and prospects		Dec				In progress.
13	Strengthen the mechanism for recording and redressing complaints of women voters and candidates		Dec				<u>Achieved.</u>
14	Include gender matters in the training of security and polling personnel					Jun	<u>Achieved.</u>
15	Ensure effective implementation of Protection against Harassment of Women in the Workplace Act 2010					Dec	<u>Achieved.</u>

#### Strategic Goal #9: Minorities and Persons with Disabilities (4 objectives)

Create conditions for minorities and persons with disabilities to play their roles in the electoral processes effectively and ensure that they are not discriminated against on any grounds.

Sr. No.	Objectives	To be accomplished by					Progress (Jun 2014 to Jan 2016)
		2014	2015	2016	2017	2018	
1	Focus on ensuring participation of minorities in the electoral processes while developing voter education material					Dec	<u>Achieved.</u>
2	Undertake a gender-sensitive survey on barriers to participation of persons with disabilities in the electoral processes		Mar				<u>Achieved.</u>
3	Develop training modules on persons with					Dec	<u>Achieved.</u>

	disabilities' participation in electoral processes						
4	Conduct training of the ECP officials on inclusion of persons with disabilities in the electoral processes					Dec	<u>Achieved.</u>

### Strategic Goal #10: Training and Capacity Building (29 objectives)

Create an enabling environment in the ECP where its officials are able to gain new knowledge and develop skills for managing all functions of the organization, and temporary election officials are able to perform their duties in a neutral and effective manner, and develop FEA as a world-class training and learning institution.

Sr. No.	Objectives	To be accomplished by					Progress (Jun 2014 to Jan 2016)
		2014	2015	2016	2017	2018	
1	Develop a yearly training plan for the FEA	Jun	Jan	Jan	Jan	Jan	<p>▶ Training plan for ECP junior staff (working in grade 8-16) developed and approved by the Commission.</p> <p>Training for ECP junior staff at provincial level has been started from Aug 2014.</p> <p>ECP is currently working on a comprehensive long term training plan for permanent staff of ECP (17-19 grade officers) and temporary staff ( DRO/ROs and polling personnel).</p>
2	Train and build the capacity of at least 50 ECP officers as master trainers in different electoral areas		Jun				<p>•Twenty-nine ECP officials were trained as Trainers for the roll-out of provincial capacity building program for ECP staff working in grade 8-16 and for</p>

						<p>roll-out of provincial IT trainings for the same staff.</p> <ul style="list-style-type: none"> <li>•Twenty three ECP officers were trained for KPK LGE trainings for DRO,ROs and Polling Staff</li> <li>• 32 lead trainers were also trained for imparting training to master trainers in Local Government Election in Punjab and Sindh in 2015.</li> </ul> <p>For temporary election officials trainings during LGE, 31 ECP officers for Punjab and 17 for Sindh were trained</p> <p>ECP is continuously working in this area in order to build internal capacity.</p>
3	Develop specific curriculum and undertake training and capacity building activities for senior/mid-level ECP officers				Dec	<p>Keeping in view the requirement of the ECP, Five BRIDGE (Building Resources in Democracy, Governance and Elections) modules namely Electoral Systems, Delimitation of Constituencies, External Voting, Election Dispute Resolution and Gender and Elections were adapted and customized for the BRIDGE workshops with ECP.</p> <p>Curriculum for female employees of the ECP was developed.</p> <p>Based on the training need assessment curriculum was designed for ECP officials working from grade 6 to 16.</p> <p>Training Curriculum is being developed for the training and capacity building of BS-17-19 officers.</p>
4	Build capacity of the junior support function staff of the ECP (grade 7-16) in their				Dec	<p>Trainings for ECP junior staff at provincial level were</p>



	specific roles as well as in general areas						started in Aug 2014.  69 ECP Junior staff trainings at provincial level with 1054 participants (997 male and 57 female) conducted
5	Organize BRIDGE (Building Resources in Democracy, Governance and Elections) trainings for the ECP officers as well as develop their capacity to deliver BRIDGE training				Dec		Four BRIDGE workshops on Electoral Systems, External Voting and Gender and Elections, Election Dispute Resolution conducted with the attendance of 77 ECP officers (76 male and one female). The ECP semi-accredited / accredited facilitator was part of BRIDGE workshops except for the External Voting (out-of-country voting [OCV]) workshop.
6	Develop an induction plan for officers joining the ECP so that their understanding of the work of the ECP is strengthened	Dec					ECP is continuously working on it.
7	Implement the ECP's induction plan on a regular basis through FEA to train officers and staff who are new to the ECP					Dec	ECP is continuously working on it.
8	Train polling staff for the next general elections					May	This is a regular job of the ECP and would be done on appropriate time.
9	Train/orient DROs and ROs for the next general elections					Jun	ECP is considering creating a pool of DROs & ROs who will be imparted requisite training.
10	Train security officials about their role in election					May	Under consideration.  Will be carried out in 2018
11	Work with political parties and support their efforts to train their election and polling agents with regard to their roles in elections					Mar	Consultations will be held with political parties in this regard, followed by implementation of the agreed strategy.

12	Develop materials for training of polling staff engaged for general and bye-elections					Mar	The handbooks for Returning Officers and Presiding Officers will be reviewed in the light of new legislation and experiences during 2013 general elections and later local government elections in the provinces.
13	Develop training/ orientation materials for DROs and ROs					Dec	ECP has been continuously working on this and the training material is being continuously reviewed and improved. Improved versions of handbooks as well as other training materials for DROs and ROs were used for KPK, Punjab and Sindh LGE.
14	Develop general capacity building material for ECP employees at various levels	Sep					Training manual and Handbook consisting of 13 different modules for the capacity building of ECPs junior staff working in 8-16 grades was developed.  Curriculum (2 handbooks and two training manuals) for IT trainings for the capacity building of ECPs junior staff working in 8-16 grades was developed.
15	Train and build the capacity of FEA staff to better manage the academy administratively and technically	Dec					ECP has deputed an Additional Secretary and ADG to lead all training and capacity building efforts of the ECP. This will strengthen training part and thus will have impact on elections.
16	Expose ECP officers to international best practices through participation in international and national seminars, conferences, workshops, and election observation					Jun	60 ECP officers attended the BRIDGE workshops in which they were given knowledge and information on various Electoral Systems, External Voting and Gender and Elections, Election Dispute Resolution:  One of the ECP officer attended 10-day Train the Facilitator (TtF) BRIDGE workshop in Nepal.  Two Members of the Commission observed US Elections in 2014 and participated in a number of

							plenaries and round tables.
17	Strengthen the ECP's research capability to support its key functions					Dec	A dedicated Research Section is operational in the ECP which is continuously engaged on research activities. Efforts are also underway for strengthening its capabilities.
18	Develop training material/ a module for the training of the ECP officers on the conduct of election to the Senate of Pakistan		Jan				Training material was developed in 2012 and on its basis the ECP officers were trained. The material was further reviewed and improved and a handbook for Returning Officers was developed before 2015 Senate Elections.
19	Train ECP officers in the conduct of election to the Senate of Pakistan based on the single transferrable vote system		Feb			Feb	Training on the conduct of Senate Election on the basis of single transferrable vote system was held prior to the election in February 2015. The elections were held successfully. The next training for Senate Elections in 2018 shall also be arranged in time.
20	Train ECP officers on delimitation of constituencies	Oct					All DECs/RECs in the field were imparted necessary training on delimitation of constituencies before the LG elections in KPK, ICT, Punjab and Sindh.
21	Organize training of officials of the Gender Unit for building their capacity on gender issues and electoral processes		Dec				ADG (G) Gender has been appointed in mid-2015. A comprehensive training plan for capacity building of the officials of Gender Unit is being prepared.
22	Develop a pool of master trainers throughout the country for training polling staff for general elections					Mar	ECP is seriously working on this. Details will be added in the next progress report.
23	Develop materials/modules for the training of polling staff for local government elections					Mar	Handbooks, leaflets, placemat, training charts, trainer manuals, sample ballot papers and other materials were developed for the polling staff training for KPK, Cantonment Board elections,

							Punjab and Sindh.
24	Training of polling staff for local government elections					Dec	<b>Achieved.</b> Polling staff were trained for KPK local government elections, cantonment board elections, ICT as well as Punjab and Sindh LGE.
25	Develop materials /modules for the training of DROs/ROs for local government elections					Dec	<b>Achieved</b> Already accomplished for: - KPK; and - Cantonment Boards - Punjab - Sindh - ICT
26	Train DROs/ROs for local government elections					Dec	<b>Achieved.</b>  DROs and ROs were trained for KPK , Cantonment Board elections, ICT, Punjab and Sindh elections
27	Make available all training materials on the ECP website					Dec	Would be uploaded at appropriate time.
28	Develop a database of ECP officials who received training – within and outside Pakistan	Sep				Dec	In progress.
29	Develop and maintain a database of ECP trainers/ resource persons with a list of trainings they delivered	Sep				Dec	In progress.

### Strategic Goal #11: ECP's Stakeholder Outreach (6 objectives) -

To openly and transparently interact with electoral stakeholders, share information, seek input on key matters and further strengthen the trust between them and the ECP to make the electoral processes more credible.

Sr. No.	Objectives	To be accomplished by					Quarterly Progress (Jun 2014 to Jan 2016)
		2014	2015	2016	2017	2018	
1	Strengthen a two-way communication system with political parties and hold regular consultations on issues related to electoral reforms and various electoral matters					Dec	ECP held 4 consultative sessions with the political parties prior to LG elections in Punjab, Sindh, KPK & ICT. Moreover, this is a regular activity of the Commission and would continue in future.
2	Develop a strategic communication plan for the ECP to manage communication with media and other stakeholders	Sep					Consultative meetings with media are proposed and the Commission has been pleased to approve such first meeting during January-2016.
3	Hold regular consultations with Pakistani civil society and international stakeholders on issues pertaining to electoral reforms and various electoral matters					Dec	This is again a regular activity of the ECP and seven meetings with different organizations were held before and during the recent local government elections.
4	Assess the ECP's website layout and contents and make it more informative and dynamic with updated information about electoral matters – use the website as a tool to reach out to young voters who have access to the internet	Dec					<b><u>Achieved.</u></b>
5	Review and improve the system of placement of statements of assets and liabilities of the Parliamentarians and members of the Provincial Assemblies by the ECP on its website	Sep					<b><u>Achieved.</u></b> The statements of assets and liabilities are available on ECP's website.

6	Undertake briefings for media persons and observers – both national and international					Dec	Consultative meetings with media are proposed and the Commission has been pleased to approve such first meeting in near future.
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### Strategic Goal #12: ECP's Organizational Structure and Human Resources (17 objectives)

Ensure that the ECP has adapted to the growing needs and challenges of the present time and is able to respond to the professional requirements of its officials.

Sr. No.	Objectives	To be accomplished by					Progress (Jun 2014 to Jan 2016)
		2014	2015	2016	2017	2018	
1	Review the ECP's organizational structure and human resources and identify any gaps in the system	Dec					<u>Achieved.</u>
2	Develop a revised organizational chart with clear responsibilities and line of communication	Dec					<u>Achieved.</u>
3	Develop job description for each position in the ECP	Dec					<u>Achieved.</u>
4	Make terms of reference as part of the ECP's Officers and Servants Rules		Dec				In progress in consultation with the stakeholders.
5	Recruit training staff for FEA	Sep					In progress.
6	Deploy trainers to manage training needs at the provincial level		Dec				In progress.

7	Establish a Gender Unit at the ECP and deploy resources to address various challenges, on the basis of the already developed term of reference		Mar				<b><u>Achieved.</u></b>
8	Establish an Electoral Finance Unit on the basis of the terms of reference already developed	Dec					<b><u>Achieved.</u></b>
9	Establish a specialized Civic and Voter Education / Information Unit at the ECP			Mar			Already working under PR Wing.
10	Operationalize the Electoral Rolls Wing/Unit at the ECP and develop its capacity to manage the computerized electoral roll – revision and updating	Jul					<b><u>Achieved.</u></b>
11	Review and finalize the HR policy of the ECP		Dec				In progress in consultation with the stakeholders.
12	Ensure that women are at least 10 percent of the ECP's workforce at all levels, in line with the Government of Pakistan's policy					Dec	In progress. The Government policy is being implemented in letter and spirit.
13	Ensure that minorities are at least 5 percent of the ECP's workforce at all levels, in line with the Government of Pakistan's policy					Dec	In progress. The Government policy is being implemented in letter and spirit.
14	Ensure that persons with disabilities are at least 2 percent of the ECP's workforce at all levels, in line with the Government of Pakistan's policy					Dec	In progress. The Government policy is being implemented in letter and spirit.
15	Develop an IT-based HR management system where data of individual employees of the ECP is recorded for easy reference		Jun				In progress.

	purpose						
16	Set up a new branch at the ECP Secretariat as well as PEC offices for dealing with delimitation of constituencies		Mar				Would be raised at appropriate time.
17	Establish a branch at the ECP Secretariat and PEC offices to manage logistics in the ECP and keep track of election material		Mar				A decentralization policy is being made and such units would be established at the PECs and Secretariat level.

### Strategic Goal #13: ECP Offices and Infrastructure (11 objectives)

Improve ECP's nationwide infrastructure in line with its constitutional position and the important functions it performs in the country's democratic system.

Sr. No.	Objectives	To be accomplished by					Progress (Jun 2014 to Jan 2016)
		2014	2015	2016	2017	2018	
1	Undertake an assessment of the ECP's office buildings across the country in terms of their space and suitability		Mar				An Umbrella PC-I has been prepared and is in process of approval with the Planning Commission.
2	Acquire land in all districts for construction of the ECP offices and warehouses					Dec	An Umbrella PC-I has been prepared and is in process of approval with the Planning Commission.
3	Prepare a plan for improving infrastructure of the ECP's offices all over the country		Aug				An Umbrella PC-I has been prepared and is in process of approval with the Planning Commission.
4	Improve infrastructure of the ECP offices to make them accessible to persons with disabilities		Sep				An Umbrella PC-I has been prepared and is in process of approval with the Planning Commission.
5	Prepare a standard design of all the ECP office buildings in the country		Sep				An Umbrella PC-I has been prepared and is in process of approval with the Planning Commission.



6	Construct ECP office buildings all over the country in a phased manner					Dec	An Umbrella PC-I has been prepared and is in process of approval with the Planning Commission.
7	Acquire land in Islamabad for construction of a FEA building	Dec					A specific PC-I is being prepared for this job.
8	Construct a building with training facilities to house the ECP's FEA			Dec			A specific PC-I is being prepared for this job.
9	Set up FEA's provincial facility to cater to the training needs of junior officers and staff in the PEC offices				Dec		In progress.
10	Set up "women only" washrooms in all ECP offices	Jul					In progress.
11	Strengthen IT infrastructure and extend a secure internal network (intranet) access to provincial, divisional and district offices		Jul				<p>The IT infrastructure is being strengthened at ECP Secretariat, PEC offices and countrywide field offices. The following progress has been achieved:</p> <ul style="list-style-type: none"> <li>i) Existing LANs at ECP Secretariat and PEC offices (Punjab, Sindh and KPK) have been upgraded.</li> <li>ii) Firewall has been procured and installed for secure socket layer for Computer Network Security. The firewall will be configured, once the work on (MPLS) is completed.</li> <li>iii) Preparatory work on countrywide connectivity of ECP offices has been completed. Secure, fast and dedicated link virtual private network (VPN) through MPLS between ECP and its countrywide field office is being done by PTCL on turnkey basis.</li> </ul> <p>The strengthened IT infrastructure at the ECP Secretariat and PEC offices with structured cabling solution based on state-of-the-art cabling, optic fiber, network switches and UPS units will cater the extension of computerized electoral rolls system (CERS) to the countrywide field offices for online voter list management, increased number of IT users and</p>

							emerging requirements like geographical information system (GIS) applications for constituency boundary delimitation and mapping of polling stations and electoral areas, video conferencing, electronic document and information management systems. This will also ensure ECP's smooth and efficient day-to-day operations, planning, decision-making functions, and protect the networks, databases and application software systems.
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