9th Progress Report on Implementation of the ECP's Five-Year Strategic Plan (2010-2014)

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.

While objective-wise progress has been covered in the report, some key milestones are worth mentioning here:

- Election Commission has successfully organized and conducted General Elections on 11 May 2013; it planned elections around 86.16 million voters. ECP set up 69,801 polling stations and 193,459 polling booths. 644,970 polling staff were appointed and trained to manage polling stations. There were 15,671 candidates in the run for the National (4671) and Provincial Assemblies (10958).

- ECP has achieved 55 percent voter turnout – highest in the electoral history of Pakistan. The turnout could have been even higher if security situation had not prevented many voters from voting.

- Over 55 million people checked their registration status using ECP's 8300 SMS service - electoral area and serial number on the electoral rolls along with name and location of the designated polling station.

- ECP printed and used voters list with photographs for the day of election, a measure that strengthened transparency and prevented any kind of impersonation at polling stations.

- ECP introduced magnetic ink to take thumbprint of voters on the electoral rolls at the time of casting vote. This was to create a deterrent against voting more than once.

- ECP deployed more than 400 teams to monitor implementation of the Code of Conduct for political parties and contesting candidates.

- Nearly 700,000 polling staff were trained throughout the country who then manned the polling stations on the day of general elections.

- ECP maintained momentum on voter education activities by printing and dispatching thousands of Activists' Handbook on Voter Education to districts. Efforts were also made using print, electronic and social media.

Following is an update (from May 2010 to June 2013) on the progress made by the ECP in implementing the Strategic Plan:

Goal #1: Legal Framework

Objective	Completion Timelines	Status
#1. Support the revision and reform of the legal framework for the better management of election process	Dec 2010 Different laws enacted - it is a continuous process **ACHIEVED and Continuous Process**	Law on mandatory national identity card (NIC) issued by NADRA for voter registration and casting of vote enacted by the Parliament. Amendment in the Delimitation of Constituencies Act 1974 approved by the Parliament allowing at least three members of the Commission to deal with appeals / representations. The ECP had sent two draft Bills to the Ministry of Law for enactment by the Parliament. The draft contained consequential amendments required due to 18th Constitutional Amendment, provision of electoral rolls at the polling stations with photographs of the voters and space for thumb impressions with magnetic ink and declaring results of a polling station void if at least 10 percent women do not cast vote. However, the National Assembly stood dissolved before it could consider the proposed amendments. Nevertheless, ECP implemented majority of the amendments proposed – use of ER with photograph of voters, use of magnetic ink to take thumbprint on the ER of in front of the name of the voter. Package of legal reforms sent in 2009 by the ECP was considered by the Sub-Committee of NA's Standing Committee for Law, Justice and Parliamentary Affairs as well as the Standing Committee itself. The recommendations of the Standing Committee have been incorporated in the draft Unified Election Law, which was placed before the Election Commission for its approval. However, because of the General Elections the process was put on a hold and is likely to restart in the next few months. The President, on the advice of caretaker Prime Minister, promulgated an Ordinance just before the General Elections on 11 May 2013 providing for facility of voting by Overseas Pakistanis from outside the country. However, it could not be implemented due time constraint.
# 2. Support the unification of different election laws for their easy understanding and use	Dec 2011 **Partially ACHIEVED DRAFT READY** – needs	The draft of the unified law has been prepared with the help of legal experts engaged by IFES Pakistan. It was finalized by the Electoral Legal Framework Committee in November, 2012. Unified law consists of existing five main laws governing election and also contains consequential amendments necessitated due to passing of the Eighteenth and Nineteenth Amendment to the Constitution as well as some suggested

	approval of the five-member Commission	amendments in line with the vision and objectives of the Strategic Plan. Initial work on consolidation of various electoral Rules/Regulations has been started by IFES legal team. The process stopped due to General Elections and is likely to restart in the coming months.
#3. Enhance public understanding of the election law, through the translation and dissemination of election laws in Urdu	Dec 2010 **Depends on finalization of unified law**	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. Work on translation is thus pending.
#4. Develop legally binding regulations to improve the conduct of elections and to implement new legal requirements	**Partially ACHIEVED and Continuous Process**	Need-based (Continuous process) The ECP introduced new nomination forms for the General Elections. To strengthen the monitoring of the campaign financing monitoring teams were deployed with clear terms of reference. Form XIV (statement of the count) was reviewed and improved with focus on obtaining gender disaggregated voter data. Five Codes of Conduct were formulated and implemented. With regard to unified law , once it is adopted there will be a need to draft various procedures/rules/regulations in view of the changes introduced. Working closely with the ECP, the IFES Legal team facilitated the development of initial draft consolidating existing rules.

Goal #2: Registration of Voters and Electoral Rolls

Objective	Completion Timelines	Status
#1. Improve the existing computerised electoral rolls system (CERS)	Jun 2010 **ACHIEVED**	National Database and Registration Authority (NADRA) verified, updated and augmented Electoral Rolls 2006-07 on the basis of their civil registry database. NADRA prepared Draft Electoral Rolls on the basis of new census blocks, using CNIC as unique identifier for voters. The ECP conducted country-wide door-to-door verification of draft electoral rolls.

| | | NADRA incorporated data changes on the basis of voters' data forms collected during door-to-door verification using double-blind data entry mechanism.

The Preliminary Electoral Rolls were printed by NADRA and delivered to the ECP's field offices to start the 21-day public display period.

The ECP established more than 50,000 Display Centers across Pakistan for public display of Preliminary Electoral Rolls for inviting Claims, Objections and Applications for Corrections.

IFES provided technical assistance and support to the ECP as follows:

1) Development, printing and delivery of 55,000 Training Guidelines for Display Centre In-charge and 4,000 Training Guidelines for the Revising Authorities
2) Procurement and delivery of 55,000 stationery kits for display centres
3) Procurement and delivery of 55,000 Banners for Display Centres
4) Printing and delivery of Registers for Claims, Objections and Applications for Corrections
5) Public Awareness Campaign during Display Process: Procurement and Delivery of Public Awareness Material (600,000 posters, 4,200,000 leaflets, 300 billboards), 3747 Radio Ads, 895 TV Ads, and 8,400 Cinema Ads, 90 newspaper ads)
6) Orientation of the training for the Revising Authorities

All Claims, Objections and Applications for Corrections sent to the Revising Authorities for further processing and recording their decisions in accordance with the law.

The approved Claims, Objections and Applications for Corrections were sent to NADRA by the Registration Officers/District Election Commissioners.

Anomalies and discrepancies were identified by the ECP field officers under the supervision of PECs.

NADRA processed the Approved Claims, Objections and Applications for Corrections and incorporated the decisions of the Revising Authorities.

The Final Electoral Rolls 2012 (FER 2012) was published on 31 July 2012. The ER contains NIC number of each voter and removes any possibility of duplicate voters on |

		the list.
		The Supreme Court on 5 December 2012 directed the ECP to carry out proper and complete door-to-door verification in Karachi so as to ensure that no voter is disenfranchised or dislocated and all other discrepancies are rectified as early as possible with the help of Pakistan Army and Frontier Corps. The ECP prepared a comprehensive plan for the re-verification of 6.8 million entries in the electoral rolls pertaining to Karachi. After field verification 300,000 new voters were also added in the electoral roll.
		The ECP in collaboration with NADRA updated the FER 2012 to include particulars of NIC holders who obtained NIC till 31 December 2012 after field verification by countrywide DEC offices. The ECP also included all Section 18 entries under Electoral Rolls Act, 1974 in the electoral rolls till the announcement of General Elections schedule on 22 March 2013. The Electoral Rolls used for the 2013 General Elections had 86.16 million voters.
#2. Enter into agreement with NADRA for computerised electoral rolls	May 2010 **ACHIEVED**	Contract/Agreement between the ECP and NADRA for the revision of electoral rolls signed. A supplementary contract/change order between the ECP and NADRA was also signed for the extended scope of work beyond the preparation of FER-2012.
# 3. Pilot project for ECP-NADRA collaboration	Jun 2010 **ACHIEVED**	Pilot project successfully conducted.
#4. Verify, validate, update and augment electoral rolls with NADRA database	Dec 2010 **ACHIEVED**	This process was completed as planned.
# 5. Legislation on mandatory condition of CNIC for voter registration leading to accuracy in the electoral rolls	Sep 2010 **ACHIEVED**	The Parliament passed the law. National Identity Card issued by NADRA is mandatory to register as voter and proof of identity at the time of casting vote.

#6. Create infrastructure at the ECP for maintaining voters' data	Dec 2010 **ACHIEVED**	With IFES assistance the ECP has put in place necessary hardware and software to house the electoral rolls at the ECP Secretariat and PEC Offices. Additional IT equipment has been procured by the ECP in June 2012 to strengthen IT infrastructure to maintain CERS database.
#7. Conduct a study into the engagement of female enumerators with a view to appointing them to better serve the female population	Dec 2010 **NOT APPLICABLE**	Instead of going for a formal study on this issue the ECP Taskforce for the Revision of Electoral Rolls thoroughly discussed and deliberated on it and decided not to engage female enumerators because of law and order situation. Such engagement will require extra security arrangements and may still have the element of risk for the female enumerators – or verifying officials.
#8. Simplify voter registration forms—amendments	Jul 2010 **ACHIEVED** – (Will be carried out on need-basis)	Forms reviewed and two new forms introduced for house-to-house verification. The Election Commission formalized an interim standard operating procedure (SOP) till announcement of general elections for voter registration and updating of electoral rolls in collaboration with NADRA under Sections 11 and 18 of the Electoral Rolls Act, 1974. Accordingly to the new arrangement any person who is issued new NIC will be assigned an electoral area on his/her permanent address if his/her permanent and present address are same. And if the present and permanent address is different, then the voter will be assigned both the electoral areas and will be finally registered in the address where his/her particulars will be verified and he/she opts for registration by filling up the relevant form during verification process. Accordingly the following forms have been introduced by the ECP and placed at the ECP website: 1) Form-A for voter registration and transfer of name from one electoral area to another 2) Form-B for deletion of entries in the electoral rolls 3) Form-C for correction of voter's particulars in the electoral rolls
#9. Conduct a study into introduction of photographs in the electoral rolls	Nov 2010 **ACHIEVED**	The proposal was discussed with the political parties and other electoral stakeholders. After thorough deliberations, it was approved by the Election Commission. The ECP introduced photo electoral rolls which were used at the polling stations having photographs (where available in NIC database) and space for obtaining digitized ink thumb impressions of voters at the polling stations. The ER with photograph of voters

		was used during General Elections 2013.
#10. Improve the display of draft electoral rolls and accessibility to voters	Dec 2011 **ACHIEVED**	ECP in collaboration with IFES undertook a comprehensive electoral rolls display process. A massive awareness campaign was launched by the ECP in collaboration with IFES to ensure maximum participation of voters.
#11. Extension of CERS project to country wide field offices	Dec 2011 **IN PROGRESS**	Necessary IT infrastructure has been deployed across the country at district level. The appointment of Data Entry Operators has been completed. Internet connectivity extended to regional and district offices. The CERS connectivity is being carried out with the technical assistance of NADRA as per ECP-NADRA Contract to make the whole system fully functional/operationalized nationwide.
#12. Revise the electoral rolls annually in the month of January each year as required by the Constitution	**ACHIEVED for 2010 to 2013**	For annual revision of electoral rolls, different approaches have been considered by the ECP, in collaboration with IFES and NADRA. IFES developed a concept paper, highlighting different options for future voter registration and updating of electoral rolls. The ECP formed a committee to suggest most feasible option and recommended implementation strategy. An SOP was approved by the Election Commission for registration of new CNIC holders as voters. Final Electoral Roll was produced in July 2012. Since 1 July, 2012 to 31 December 2012 around 2.5 million new voters were added in the electoral register after field verification. This voter registration and updating process under Section 18 of the Electoral rolls Act, 1974 continued till the announcement of General Elections schedule by the Election Commission on 22 March 2013.

Goal # 3: Election Operations

Objective	Completion Timelines	Latest Status
#1. Identify new buildings and facilities for establishing accessible polling stations.	Jun 2011 **ACHIEVED**	The ECP identified new buildings and increased the number of polling stations from 64,176 to 69,801. This was result of the increase in the number of voters since the last general elections, and was in line with Supreme Court judgment in Workers Party case.
#5. Establish permanent		Generally around 80% polling stations are permanent. The ECP is working on a policy

polling stations across the country	ACHIEVED	to plug the gap of 20%, which will hopefully be achieved in due course of time.
#2. Establish a recruitment and hiring system for temporary election staff that is transparent and results in the recruitment of qualified, non-partisan, and diverse staff	Dec 2010 **IN PROGRESS**	The ECP's Electoral Legal Framework Committee suggested an amendment in the Representation of the People Act, 1976, to enable Election Commission to hire temporary election staff during elections. ECP still needs to work out a more credible system where polling staff is appointed in advance with reasonable time so that they could be trained properly. For 2013 General Elections DROs and ROs were taken from the judiciary as political parties showed confidence in the judicial officers.
#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 **Partially ACHIEVED**	Database of the trained DROs/ROs/AROs is in place at the ECP. The ECP IT Department shall establish a database that will contain information on trainers and those who have been trained including polling staff, DROs/ROs/AROs, results data entry operators, and others.
#4. Conduct feasibility study on the use of electronic voting machines	Jun 2010 **ACHIEVED**	Feasibility study report on the use of EVMs (electronic voting machines) completed. ECP, with IFES assistance, arranged EVM demonstrations from international and national vendors and invited political parties and civil society organizations to provide their input to the discussion. The study covered all relevant aspects for introducing EVMs. ECP constituted a Committee to plan and conduct Pilot project for introduction of EVM. Final specifications of the EVM prototype have been prepared. ECP arranged public demonstration of EVMs during bye-election in Constituency No PP-194, Multan-I held on April 26, 2012. Six national and international vendors demonstrated their machines at two polling stations. EVMs were kept in separate rooms from the polling stations and fake lists of candidates were used for demonstration. Another EVM demonstration was held at the ECP on 26 November wherein different models of EVMs manufactured locally and by foreign companies were presented.
#6 Explore devising a system for CCTV monitoring of sensitive polling stations	Jun 2011 **ACHIEVED**	The ECP has explored the possibility of installing CCTV cameras at the sensitive polling stations and has considered that due to technical, financial and operational reasons it was not considered feasible.

#7. Create linkage between polling stations and the computerised electoral rolls database	Dec 2011 **ACHIEVED**	The linkages between polling stations and the computerized electoral rolls database has been created and successfully implemented in the General Elections 2013. ECP's 8300 SMS service facilitated voters to check their registration status - electoral area, block code and serial number on the electoral rolls (phase I) along with the name and location of the designated polling stations (phase II). More than 55 million voters used this service up to 11 May, 2013.
#8. Gradual increase in the number of polling stations for facilitating voters, including the number of polling stations dedicated to female voters	Dec 2012 **ACHIEVED**	For May 2013 General Elections the ECP increased the number of polling stations from 64,176 (2008 Elections) to 69,801 – also in line with Supreme Court's judgment in Workers Party case.
#9. Simplify all election related forms	Dec 2011 **Partially ACHIEVED and Continuous Process**	An ECP Committee with IFES assistance 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 Director General (Election). It is a continuous process. A column has been added in the Statement of Count which provides for the gender disaggregated data at the polling station level to know the total numbers of votes polled by male and female.
#10. Establish an efficient results management system to compile election results in shortest possible time	Dec 2012 **ACHIEVED**	The ECP constituted a group comprising its officials and IFES experts to improve the result management system. A few deliberative meetings took place in early 2011. Lately, ECP with support from UNDP developed a results management system allowing ROs to compile results polling station wise in a standardised format accurately and quickly; generate tally sheets, Forms XVI and XVII from the system; scan Form XIV into the system; and transmit all the information to ECP Secretariat. IT equipment comprising computers, multifunction scanners/printers/copiers, servers, UPS, other hardware and software were procured. The result management system designed and developed by the UNDP was implemented during General elections 2013. By using this RMS, multiple types of polling station-wise reports are being generated.
#11. Publish polling station-wise results on the ECP website immediately after the results are available	Jun 2013 **Partially**	All ground work for placing polling station-wise results on the ECP website has been completed. The ECP's results management system supported by UNDP created a database of

	ACHIEVED	elections results, including polling station-wise results, in a format that can be used for analysis. Parts of this database, scanned copies of results forms, and reports can be published on the ECP website as and when decided by the Election Commission.
#12. Review the guidelines/code of conduct for polling agents	Dec 2010 **ACHIEVED**	ECP with IFES assistance reviewed the Guidelines for Polling Agents issued previously, got them translated in Urdu and provided in sufficient quantity to political parties and candidates for use by their polling agents.
#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 **Partially ACHIEVED**	The postal ballot system has been examined by the ECP's Legal Framework Committee with a view to using it for extending voting right to overseas Pakistani – from abroad – in national election. The ECP does not consider Mobile polling stations to be feasible in Pakistan. However, ECP used improvised polling stations where no proper buildings were available.
#14. Write and adopt a booklet with information about elections, eligibility and nomination procedures for candidates	Jun 2011 **ACHIEVED**	ECP with IFES assistance prepared, printed and provided Nomination Paper Booklet, in English and Urdu, to contesting candidates for General Elections, 2013.
#15. Enhance access for election observers to the electoral process	Dec 2012 **ACHIEVED (To be improved further)**	The code of conduct for observers was prepared by ECP with IFES assistance and provided to domestic and international observers for their guidance. Large number of International and national observers (STOs and LTOs) (EUEOM, FAFEN) got accreditation cards to observe countrywide electoral activities. ECP's Legal Framework Committee deliberated on this during 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 **NOT APPLICABLE at the moment** - Waiting completion of national census	Delimitation is done after each population census. Population census in Pakistan has been delayed due to numerous factors. Last census was held in 1998. The ECP was directed by the Supreme Court to delimit the constituencies in Karachi for National Assembly and Provincial Assembly of Sindh. As a result three National Assembly constituencies and eight constituencies were delimited out of 20 National Assembly and 42 Sindh Assembly constituencies in the Karachi division.

#17. Review the current list of election symbols and improve their quality	Mar 2012 **ACHIEVED**	On the basis of feedback from political parties during consultations with them, ECP reviewed the existing list of election symbols. The President approved the summary sent by the ECP.
#18. Improve quality of voting material	Regular basis **IN PROGRESS**	ECP procured and made logistical arrangements for the general elections. Assessment of the situation of ballot boxes was also carried out. UNDP provided 65,000 ballot boxes – sent well before 11 May 2013 general elections to all the Provincial Election Commissioners. Because of increase in the number of polling stations, ECP requested DFID/IFES to procure another 41,000 ballot boxes. Accordingly, the IFES procured and delivered 41,000 ballot boxes to the ECP field offices well in time. The ECP shall review the quality of voting material during post-election review meetings with all stakeholders.
#19. Enhance security arrangement for polling stations	**ACHIEVED**	The ECP made comprehensive security arrangements for the conduct of free, fair, transparent and peaceful elections. In this direction the ECP held a number of high level meetings with the Army, Rangers, FC and police. The District Election Security Committee headed by DRO was set up, which comprised representatives of District Administration and other law enforcing agencies. The ECP also engaged federal and provincial ministers and secretaries in this matter. Armed forces were deployed at sensitive areas/polling stations. Army also assisted ECP in delivery of ballot papers to remote areas of the country.

Goal # 4: Election Complaints and Disputes Resolution

Objective	Completion Timelines	Latest Status
#1. Designate officers to deal with pre-poll, poll-day and post-poll complaints at the ECP Secretariat and PEC offices	Jun 2010 **ACHIEVED**	Five officers were designated to receive and dispose of complaints.
#2. Ensure appropriate legislation for development of electoral disputes resolution system	Jul 2011 **Partially ACHIEVED**	The objective is being covered in the legal reform package – under goal#1. IFES has started working on EDR in Pakistani context and a proposal was shared with the ECP. ECP has approved a handbook on the Appellate Tribunals and on the Election Tribunal Petition Process.
#3. Establish complaint management committees at	Jun 2012	

district level for disposal of complaints	**NO PROGRESS**	No such committees were established by the ECP for 2013 General Elections.
#4. Put in place a complaint tracking system at district level by using IT	Dec 2012 **ACHIEVED**	IT-based complaint tracking system is already in place at the ECP which will be extended to PEC and district level. This objective 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
#1. Develop and approve the re-organisation plan, including budgets	Apr 2010 **ACHIEVED**	Reorganization plan was developed at the time of preparing the five-year Strategic Plan. Based on that a number of changes related human resources have taken place at the ECP. Training Wing was established and ECP will now recruit officers to man the Federal Election Academy. Initial plan was to induct these officers prior to the General Elections but this was not possible because of too many activities related to elections.
#2. Organisational re-structuring of the Election Commission of Pakistan at the Secretariat as well as Provincial, Divisional and District levels	Apr 2010 **ACHIEVED**	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. Deputy Election Commissioners – at divisional level – and Assistant Election Commissioners – at district level – have been upgraded as Regional Election Commissioners and District Election Commissioners, respectively – bringing them at par with other departments at the divisional/district level. Around 285 new posts of Assistants and Data Entry Operators have been created for the district offices. 2 posts of Additional Director General (Legal) and Director Legal have been created. With respect to FEA 4 positions - one Additional Director General (Training) and four Directors - are now available for Training Research and Evaluation Wing. These positions will be filled in the coming months. Up-gradation of DG IT to BS 20 is yet to be made. Two new posts of Database
#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 **ACHIEVED**	
#4. Establish a Training, Research and Evaluation Wing to be headed by a Joint Secretary	Jul 2010 **ACHIEVED**	
#5. Upgrade DG IT to BS 20 and provide additional posts for IT Directorate, on need basis	Jul 2010 **Partially ACHIEVED**	

Objective	Completion Timelines	Latest Status
#6. Establish an Electoral Rolls Unit at the ECP Secretariat headed by a Deputy Secretary	Apr 2010 **NO PROGRESS**	Specialist and Information Security Specialist in BPS-18 have been created for IT Wing. One post of Financial Analyst (BPS-19) has been created in the ECP Secretariat to deal with cases relating to electoral finance. Additional Director General (PR) has been hired by the ECP to strengthen its media outreach.
#7. Strengthen the Federal Election Academy with the provision of permanent staff and management structure	Dec 2010 **IN PROGRESS**	Three trainers 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 positions of three Directors. The process of filling of these posts is still in progress. After ECP's approval, IFES has hired 8 Provincial Training Officers to work in the PEC offices as a part of expanding the ECP's training capacity. Necessary equipment has been procured. The Provincial Training Officers have managed training of the polling staff in Sindh, Balochistan and KPK and FATA. Each unit now will start developing provincial training plans after training need assessment. These provincial plans will be the part of FEAs annual training plan.

Goal # 6: Logistics, Infrastructure and Equipment for Election Commission of Pakistan

Objective	Completion Timelines	Latest Status
#1. Conduct a comprehensive need assessment of the ECP's infrastructure, logistics and equipment	Nov 2010 **IN PROGRESS**	Two out of 11 objectives had been set for 2010 – Objective 1 and 11. There were 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.
#2. Construct/purchase ECP buildings for housing the field offices, to the extent of resources available	Dec 2014 **IN PROGRESS**	
#3. Construct housing units for ECP employees	Dec 2014	

	NO PROGRESS	
#4. Construct ECP warehouses for election materials	Dec 2014 **NO PROGRESS**	
#5. Construct additional building (space) for the ECP's Federal Election Academy	Dec 2012 **IN PROGRESS**	For construction of an additional block in ECP Secretariat to house offices of Members of the Election Commission, Court Room and Federal Election Academy, the process has started. ECP also wrote to the Prime Minister for allocation of a piece of land in 'H' sector of Islamabad to construct a separate facility for FEA. The Cabinet Division has supported ECP and the matter is being pursued with the quarters concerned for an early allotment of requisite plot.
#6. Construct additional space for Court Room at the ECP Secretariat	Dec 2012 **IN PROGRESS**	
#7. Replace/purchase suitable vehicles for the district offices, divisional offices, Provincial headquarters and ECP Secretariat	Jun 2011 **Partially ACHIEVED**	
#8. Purchase computers, scanners, printers, photocopiers, furniture items, etc.	Jun 2011 **ACHIEVED**	The ECP has procured and installed the requisite IT equipment to strengthen the IT infrastructure at the ECP Secretariat, PECs and country-wide offices. UNDP also provided IT equipment to the ECP under its assistance for results management.
#9. Develop logistics plans for the conduct of elections	Dec 2012 **ACHIEVED**	Procurement plan for the conduct of General Elections 2013 prepared and implemented. Additional ballot boxes were provided by IFES and UNDP.
#10. Review and maintain computer-based inventory of electoral supplies and other material and equipment	Mar 2011 **NO PROGRESS**	Will be initiated after General Elections
#11. Adopt a policy for engaging private vehicles for the conduct of elections	Dec 2010 **NO PROGRESS**	

Goal # 7: Human Resources – Staffing and Compensation

Objective	Completion Timelines	Latest Status
#1. Develop a comprehensive HR policy for the ECP	Sep 2010 **ACHIEVED**	Working closely with the ECP, IFES extended its assistance by hiring a human resources expert. A detailed HR policy was developed. Besides outlining the ways and means to improve recruiting process, promotion policy and training plans, the HR policy document also contains job description for about 40 positions in the ECP. However not much progress has been made in terms of improving women (10%), minorities (5%), and persons with disabilities (2%) quotas. Draft Service Rules 2012 have been prepared and placed before the Election Commission for consideration and approval. The Revised Service Rules have been sent to the concerned Ministries of the Federal Government for vetting before these are sent to the President for approval. ECP and IFES have completed an assessment of the gender issues with regard to women participation in elections and inclusion of women in the ECP. The assessment was followed by a strategy to improve women role in electoral processes. The strategic framework will be reviewed in order take measures for improving women participation in elections and their improved presence in the ECP. ECP held holding workshops at each PEC office facilitated by UN Women to look at how ECP can attract qualified women to apply for positions and how to retain women staff.
#2. Review and updating of the Election Commission (Officers and Servants) Rules, 1989 to achieve various objectives	Jun 2010 **IN PROGRESS (draft)**	
#3. Prepare Terms of Reference/Job Descriptions for each position in the ECP	Oct 2010 **IN PROGRESS (draft)**	
#4. Establish policy for initial appointment of officers into Basic Pay Scale (BPS)-17 – Election Service of Pakistan	Dec 2010 **IN PROGRESS (draft)**	
#5. Increase pay structures to retain efficient officers through additional allowance	May 2010 **NO PROGRESS**	
#6. Review the existing promotion policy and introduce a progressive policy, enabling efficient officers to rise within the organisation	Jun 2010 **NO PROGRESS**	
#7. Ensure that eligible women have at least 10% representation in the ECP jobs	Jun 2013 **IN PROGRESS** (draft assessment and strategy ready)	Currently 42 (2 percent) women are serving in ECP at various positions and the number of persons from minorities is approximately 26 (1 percent). Total staff strength in the ECP is 2,288.

#8. Ensure that eligible persons with disabilities have at least 2% representation in the ECP jobs	Jun 2013 **IN PROGRESS**	
#9. Ensure that eligible minorities have at least 5% representation in the ECP jobs	Jun 2013 **IN PROGRESS**	
#10. Create a pool of former and serving officers (people with honesty and integrity) for election related functions	Dec 2010 **Partially ACHIEVED**	ECP identified executive officers to appoint them as DROs and ROs but changed its decision after political parties showed more interest and confidence in the judicial officers. Thus this objective could not go beyond identification of officers and listing of names.
#11. Prepare the ECP officers for the roles of DROs, ROs and AROs and creation of an independent cadre	Dec 2010 **ACHIEVED**	19 ECP officers trained for the role of DROs/ ROs. 46 ECP officers trained as Master Trainers to train DROs/ROs.
#12. Provide multiple functions skills to senior officers in order to prepare them for various roles within the organization	Jun 2011 **IN PROGRESS**	ECP secretaraiat staff including the DGs, Deputy Directors, Deputy Secratries, DD law, and Director Public Relations got general skills training which helped them improving upon their presentation and communication skills while dealing with different stakeholders and condcuting training sessions as resource persons in Federal Election Academy. Additional Secretary, ECP all Director Generals and Provincial Election Commissioners participated in BRIDGE training on political finance – to deepen their understanding of money factor in elections. It is a continuous process and more such trainings will be organized.
# 13. Develop HR management information system for the ECP	Mar 2011 **IN PROGRESS**	The system analysis has been completed by the IT wing and will be designed, developed and implemented after General Elections.

Goal # 8: Finance and Budget

Objective	Completion Timelines	Latest Status
#1. Ensure complete financial autonomy through relevant legislation on the pattern of National Assembly and Senate	Dec 2010 **IN PROGRESS**	A proposal was sent to the Prime Minister in this regard. The National Assembly's Standing Committee on Law, Justice and Parliamentary Affairs in the last government also recommended that financial autonomy may be given to the ECP through appropriate legislation. However, there is no further progress.
#2. Computerize the Budget Wing for easy operation and effective controls	Jun 2011 **NO PROGRESS**	Since the general elections are over, the ECP will start working on this soon.
#3. Raise funds for the implementation of the Strategic Plan	2010-2014 **ACHIEVED**	IFES briefed ESG members on funding requirements of the Strategic Plan which led to a meeting between ECP and CIDA (Canadian International Development Agency) and another between ECP and British High Commission. IFES approached DFID (UK-Department for International Development) and EU to fund the strategic plan. IFES and UNDP presented their plans in support of the ECP and electoral processes to Five-Member Election Commission on 17 and 18 October 2011 respectively. The Commission welcomed 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. UNDP project was set up after a request for assistance from ECP to the United Nations and a subsequent needs assessment mission and project formulation mission in 2011. DFID, EU and CIDA have started supporting electoral reforms process through IFES. Australia, Norway and the EU are supporting ECP through UNDP's electoral cycle support project. An ECP-donor meeting was held on 19 May 2012 to seek more funding by the ECP. The United Nations Resident Coordinator convened a high-level meeting of foreign missions and embassies to highlight the urgency of mobilizing funds to support the ECP on 22 October 2012. Foreign and Commonwealth Office of the British Government provided support for procurement ballot boxes for the May 2013 general elections.

Objective	Completion Timelines	Latest Status
		In terms of activities related to capacity building, specific interventions for the General Elections the financial requirements of the Strategic Plan have been met. The huge amount required to improve the infrastructure – offices, warehouses and residential units – is yet to be covered.
#4. Assess and strengthen the current procurement policy (Supplies)	Jun 2010 **NOT APPLICABLE**	ECP follows the policy laid down by Pakistan Procurement Regulatory Authority (PPRA) as such the policy already exits. The ECP is audited under these regulations.

Goal # 9: Training, Research and Evaluation

Objective	Completion Timelines	Latest Status
#1. Strengthen the Federal Election Academy to make it a model training institution	Dec 2011 **IN PROGRESS**	With respect to FEA 4 positions - one Additional Director General (Training) and three Directors were approved in 2011. Applications were called through newspaper advertisements but no suitable candidate was identified. ECP has revised the TOR and will place it in the newspapers to seek qualified individuals to man the FEA. The Government has been requested to allot a plot of one acre in H-9 Sector of Islamabad for construction of the academy. Meanwhile, ECP is considering of renting a building for FEA. A floor has been earmarked for FEA in the additional block being constructed at the ECP Secretariat. IFES continues to provide three persons as training team (i.e. Senior Training Specialist, Training Officer and Training Associate) to FEA as part of its training and capacity building assistance to the ECP. In continuation of support to ECP, IFES had set up small training facilities at provincial level – at PEC offices. In this connection, two training officers for each province have been hired and required basic infrastructure for establishing the training facilities at provincial level have been provided by IFES These provincial staff will assist ECP for various need based trainings for their respective provinces.
#2. Build capacity of all employees through continuous	Dec 2014 **ACHIEVED and**	432 ECP Officers – Director Generals, Provincial Election Commissioners, Joint Provincial Election Commissioners, Regional Election Commissioners, District Election

training	**Continuous Process**	Commissioners, Election Officers, Deputy Directors, and Superintendents - were given various trainings as part of capacity building efforts of FEA with IFES assistance. The areas of training include:
#3. Conduct specific programmes, courses, workshops for various officials	Dec 2014 **ACHIEVED and Continuous Process**	- Election laws and procedures - Communication skills - Presentation skills - Office procedures - Training techniques - 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 and Management Skills - Conduct of elections to the Senate of Pakistan **17682** Presiding Officers and Polling Staff trained through cascade training methodology during bye-elections. **44** ECP officers (DECs, AECs) and 172 professional trainers were trained as Mater Trainers who trained the presiding officers and polling officers for bye-elections. **152** ECP officers were trained as Lead Trainers for the roll-out of Supervisors and Verifying Officials training for door to door verification of Electoral Rolls in 2011. **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 verification. **166,994** Verifying staff (including 125,533 Verifying Officers and 41,461 Supervisors) was trained by Master Trainers for door to door verification of Electoral Roll in 2011. **32** DECs/RECs (District Election Commissioners/ regional Election Commissioner) were trained as Master Trainers to impart orientation session for the Revising Authorities. **607** Revising Authorities, who were engaged at district level during electoral rolls display period, were given orientation about their roles and responsibilities.

		46 ECP officers trained as Master Trainers for the roll out of DROs/ROs/ARO training. Out of 46 Master Trainers, 32 trainers who had potential to deliver trainings, have been refreshed during three day workshop for imparting training to DROs, ROs and AROs **26** ECP officers trained for the conduct of Senate Elections – and subsequently Senate elections were held in March 2012. **35** ECP officers trained in monitoring and reporting campaign activities. **Polling Staff Training** **118** Lead Trainers and **3264** Master Trainers were trained for training of polling staff. **567,340** Polling staff were trained for the General Elections 2013. During the General Election 2013, **41** professional and Technical Trainers trained to impart training to **126** DROs and **425** ROs. **367** AROs in Sindh and Punjab were also trained. No training for AROs held in Balochistan and KPK.
#4. Develop curricula for various training programmes	Dec 2011 **ACHEIEVD and Continuous Process**	A variety of training material was produced/ revised for various ECP officials. The manuals/handbooks/materials are as follows: 1. Trainer's manual for Capacity Building Training of AECs 2. Facilitators notes for training of ECP Officers for role of DRO, RO 3. Trainer's manual for Training of Master Trainers for Roll-out of Presiding Officers Training 4. Master Trainer's Manual for Presiding officers Training 5. Trainers Manual for Polling Staff Training 6. Handbook for Election Officers Training 7. Handbook for District Returning Officers (Revised) 8. Handbook for Returning and Assistant Returning Officers (Revised) 9. Handbook for Presiding officers (Revised) 10. Handbook for Polling staff (Revised) 11. Handbook for ECP officials training (at Provincial HQ) 12. Guidelines for Verifying Officials for ER Verification 2010 (Door to door verification following ECP-NADRA collaboration) 13. Introduction to Information Technology & Microsoft Office 2003 14. Booklet on "Tips for Conducting Effective Trainings"

		15. Trainers Manual for the Training of Verifying officials for Electoral Roll Revision
		16. Resource Guide for AECs Training
		17. Resource Guide for DROs/ROs Training
		18. Resource Guide for Election Officers Training
		19. Guidelines for the Display Center In-charge
		20. Guidelines for the Revising Authorities
		21. Master Trainers Manual for Presiding officers and Assistant Presiding Officers training (revised in April 2012)
		22. Campaign Monitoring Handbook and associated training materials
		• Following materials has revised for the 2013 General Elections (after testing during 2012 bye-elections)
		    ○ Handbook for Polling Personnel
		    ○ Training Manual for Lead Trainers
		    ○ Training Manual for Master Trainers for Presiding and Assistant Presiding officers training
		    ○ Training Manual for Master Trainers for Orientation of Polling staff
		    ○ A set of Pre-Printed Flipcharts for Trainers
		    ○ Leaflet for Polling Officers
		    ○ Poster for Security Personnel
		    ○ Handbook for DROs
		    ○ Handbook for ROs and AROs

#5. Conduct Building Resources in Democracy, Governance and Elections (BRIDGE) training for ECP officials	Dec 2011
	
	Partially ACHIEVED and Continuous Process
		15 Trainings have taken place in which 323 ECP Officers have been trained – the modules covered are: *Introduction to Election Administration; Strategic Planning; Political Finance; Pre-Election Activities.*
		
		IFES has organized two BRIDGE trainings for ECP officers in September 2012–
		
		  - Pre-election Activities; and
		
		  - Political Finance
		
		The latter was attended by senior ECP officers including Additional Secretary, Director Generals and Provincial Election Commissioners.
		
		IFES and UNDP have planned under their projects to conduct BRIDGE trainings for the ECP officers on the agreed modules and per the ECP needs.

#6. Conduct research on contemporary electoral issues for providing input to ECP policy making processes	Dec 2014 **IN PROGRESS**	With IFES assistance a few activities have been undertaken: - National workshop on political finance - First past the post versus various versions of proportional representation system - Finalization of technical specifications for electronic voting machines - A workshop for ECP senior management regarding the Political Finance, Regulations of PF in Pakistan and possible ways for enforcement of these regulations
#7. Undertake election-related study visits and trainings abroad	Dec 2014 **IN PROGRESS**	An ECP delegation visited Belgium to participate in a conference on elections/ technology and use of electronic voting machines in France and Belgium. CEC and Secretary ECP participated in the SAARC forum of Election Management Bodies in Bangladesh. Participation of ECP Officers in two election-related events in India – Hyderabad and Delhi. 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. 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 Malaysian Commonwealth Study Centre. The ECP delegation also saw Indian EVMs demonstration and reviewed these devices from operational, procedural, technical and financial aspect. 3 ECP IT officers were sent to Dubai for training on Information Security – with IFES assistance. 1 Member Election Commission and 2 DGs visited India in April 2012 to participate in a regional meeting of election officials. Member Election Commission from Khyber-Pakhtunkhwa along with IFES Deputy Country Director observed the US presidential elections in November 2012. The CEC and Secretary ECP visited attended International Electoral Affairs Symposium at Mauritius in May 2013.

		The CEC and Secretary ECP visited Cambridge to participate an event on elections and contributed by sharing about Pakistan's successful general elections held in May 2013.
#8. Monitor and evaluate all programmes and projects	Dec 2014 **ACHIEVED and Continuous Process**	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 reviews progress. Progress of strategic plan is also shared with Election Support Group – a platform of the diplomatic missions and national and international organizations working on elections in Pakistan, and is placed on the ECP website. PILDAT's report on strategic plan is also seen with interest – which is primarily drawn from this matrix.
#9. Develop a pool of Resource Persons/Trainers for FEA	Dec 2011 **ACHIEVED** (will continue)	▪ 32 Regional Election Commissioners and District Election Commissioners trained as Master Trainers for the training of polling staff. ▪ 10 RECs and DECs trained as Master Trainers using a complete mock poll methodology and hands on exercises for imparting trainings to polling staff ▪ 19 RECs and DECs trained in the role of DROs/ROs. They are the future resource persons for the ECP – building in-house capacity of the ECP. ▪ 46 ECP officers trained as Master Trainers training the DROs/ROs training – whenever required. ▪ 152 Officers (RECs/DECs) trained as Lead Trainers for rollout of Verifying Officials Training who in turn trained 2295 Master Trainers across the country for the Electoral Rolls revision exercise in 2011. ▪ 26 ECP officers who were appointed as Returning Officers and Polling Officers for the election to the Senate of Pakistan 2012 were trained on the conduct of Senate Elections with special focus on counting procedure – single transferrable vote system. ▪ 32 RECs/DECs were trained as Master Trainers to impart orientation session for over 600 Revising Authorities – for display of electoral rolls process.
#10. Train polling officials for the next election, and Include election related	Dec 2012 **ACHIEVED 85%** **In PROGRESS**	First pilot of the cascade training with IFES assistance was conducted in four Punjab Assembly constituencies in 2010 in order to develop a practicable methodology for better performance of polling staff. In first half of 2012 IFES and UNDP agreed to jointly support the ECP and test cascade training methodologies during by-elections. Thus six pilots were conducted in 14

training in teachers' training curriculum/ programmes	15%	Provincial and National Assembly constituencies in Dera Ghazi Khan, Sanghar, Multan, Bannu, Naushero Feroze, Lahore, Jehlum, Gujranwala, Sialkot, Sahiwal, Gujrat, Narowal and Sherani/ Zhob districts. **General Elections 2013 Cascade Training** Keeping in view the learning from the pilot projects, a national level training model was prepared for general elections 2013 and a nationwide cascade training program for polling staff was implemented for nearly 650,000 polling staff. UNDP assisted ECP in rolling out these trainings in Punjab while IFES supported in Balochistan, KPK, Sindh and FATAs. Apart from polling staff trainings in three provinces and FATA, IFES printed training material including Handbooks for PrOs and APOs, leaflets for Polling Officers, 3 kinds of trainer manuals, training charts, security personnel posters, certificates etc for polling staff trainings for the entire country. Other than that, IFES supported ECP in training the DROs/ROs and AROs for the conduct of GE 2013. Concerning inclusion of the subject of election in teachers' training manual, it is a civic education issue which ECP will start working in the post 2013general elections phase.
#11. Train political party agents	Dec 2012 **ACHIEVED**	ECP with IFES assistance revised and printed Handbooks for Political Party Agents. NDI (National Democratic Institute) conducted training of the agents.
#12. Conduct trainings/ briefings of election observers and media	Dec 2012 **ACHIEVED**	ECP arranges regular briefings for media persons. Around the time of the General Elections, ECP increased the number of such briefings. Press conferences were held on a regular basis. ECP also briefed international observers – EU, Commonwealth, NDI/ANFREL, etc on the preparations made for the conduct of the General Elections.
#13. Conduct training of security personnel	Dec 2012 **ACHIEVED**	IFES and UNDP in consultation with the ECP have devised guidelines for security personnel to be handed over to Presiding Officers along with the election material as well as to the District Police Officers. UNDP assisted in the training of some groups of security personnel.
#14. Specialised IT training from authorised training centres abroad	Dec 2011 **ACHIEVED and Continuous**	The DG (IT) developed a plan in this regard. Three ECP IT professionals have been trained in "Information Security and Risk Management" at a respectable institute in Dubai with IFES assistance. This is to ensure

Objective	Completion Timelines	Latest Status
	Process	that ECP's IT infrastructure meets international information security standards and implementation of ISO 27001 for the security integrity and safety of sensitive data. Window Server networking training for ECP/PEC IT officers, responsible for system/network administration have been arranged by Premier Systems (Pvt) Ltd which provided IT equipment to the ECP.
#15. Conduct IT skills training for officers and staff covering country-wide offices	Jun 2012 **ACHIEVED and Continuous Process**	ECP with IFES assistance 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 **ACHIEVED and Continuous Process**	ECP is regularly engaging itself with DIFD, EU, CIDA, Australian Aid and Norwegians for support to its activities.
#17. Coordinate with Training Wing of the Establishment Division and other training institutes in the country for training of ECP officials	Dec 2014 **ACHIEVED and Continuous Process**	ECP's Training Wing is in contact with training institutes of other government departments for training of ECP officials. ECP Officers are attending regular copurses in different training institutes / facilities including National Institute of Management (NIM), Secretariat Training Institute etc.

Goal # 10: Information Technology

Objective	Completion Timelines	Latest Status
#1. Formulate a comprehensive IT policy for the ECP	Dec 2010 IN PROGRESS	The draft IT Policy of the ECP was prepared by the IT Directorate in collaboration with IFES in January 2011. The draft was sent to the Ministry of IT, NTISB and NADRA to solicit their comments. The IT Policy will be finalized after appointment of Director (Database) and Director (Information Security).
#2. Strengthen the IT infrastructure at the ECP offices across the country by computerising field offices and	Dec 2011 **ACHIEVED**	The two objectives are connected with the procurement of requisite IT equipment to strengthen the IT infrastructure in the ECP offices across the country. The ECP has procured IT equipment for its Secretariat, PECs and country-wide offices. The UNDP provided IT equipment to the ECP for election results management which will also be

installing electronic communication		used by the ECP.
#3. Extend the ECP Intranet portal facility to all field offices	Jun 2012 **ACHIEVED**	IFES has conducted 'ECP's IT Assessment'. IFES is developing a concept paper Electronic Document Management System (e-DMS) with a view to use of IT infrastructure for official e-mail, e-documents and e-filing.
#4. Redesign the ECP website	Dec 2011 **ACHIEVED**	ECP had designed a new website which has been operational since January 2010. Another version of the site was launched in January 2013.
#5. Restructuring the IT Directorate at the ECP Secretariat and IT set up in the PEC Offices	Dec 2010 **ACHIEVED**	This is part of the ECP's overall upgrading / re-structuring of the various positions across the country.
#6. Establish computerised electoral rolls data centre	Jun 2011 **ACHIEVED**	CERS-II was developed by the ECP with IFES assistance wherein in-house capacity of the ECP was strengthened to house electoral rolls data, and the necessary IT equipment was procured by IFES. To maintain and update the Electoral Rolls 2013 prepared in collaboration with NADRA, the CERS-II is required to be modified with enhanced functionality and additional modules. Additional IT equipment in view of the emerging requirements has been procured by the ECP which is linked with Goal # 2 above.
#7. Introduce a geographical information system to support the entire election process	Dec 2013 **IN PROGRESS**	An ECP and IFES joint committee has prepared a report on GIS use for delimitation of constituencies and other functions. In the light of GIS feasibility report necessary IT equipment has been procured. IFES will provide GIS software licenses to the ECP for setting up a GIS lab and implementation of GIS pilot project for the delimitation of constituency boundaries.
#8. Develop and implement comprehensive information security and privacy policy	Jun 2011 **Partially ACHIEVED**	Three ECP's IT professionals with IFES assistance have been trained in "Information Security and Risk Management" in Dubai. This training is instrumental in strengthening ECP's in-house capacity to develop and implement comprehensive information security and privacy policy. A road-map to implement information security policy has been prepared by DG (IT) is yet to be placed before the Election Commission for consideration and approval. The ECP is planning to implement ISO 27001 for the security integrity and safety of sensitive data. The Information Security and Privacy Policy (a sub-set of IT Policy) will be finalized after appointment of Director (Database) and Director (Information Security).

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

Objective	Completion Timelines	Latest Status
#1. Increase the level of interaction with political parties and the general public for enhancing confidence in electoral processes	Dec 2014 **ACHIEVED** (to continue)	The ECP has established two formal forums for interaction/consultation – Political Party Consultative Forum; Civil Society Consultative Forum. 6 Consultative meetings with political parties and other stakeholders on special initiatives taken by the ECP were held until December 2012. Numerous meetings with political parties and others took place during the time prior to the General Elections in May 2013. The areas which were covered during consultations include: Progress on the implementation of the Strategic Plan, Political Finance, Electronic Voting Machines, ECP-NADRA collaboration/Electoral Rolls, SMS facility to voters, Magnetize ink for obtaining voter's thumb impression, photographic electoral rolls (for the presiding officers only), printing of ballot papers with special security features, Election Symbols, Code of Conduct etc.
#2. Hold regular consultations with political parties and civil society organisations at the national, provincial and district levels	Dec 2014 **ACHIEVED** (meetings held regularly)	
#3. Develop and implement media outreach policy and strategy	Dec 2014 **ACHIEVED** **(IN PROGRESS)**	ECP has proactively engaged the media in regard to its activities and also sought their input on the Strategic Plan and the Code of Conduct for Media.
#4. Establish a permanent Media Centre at the ECP	Dec 2011 **ACHIEVED**	IFES established a Media Room at ECP consisting of large-screen TVs, cable TV signal, internet signal, computer stations, printer/scanner/photocopier, furniture, electric refurbishing and signage.
#5. Publish an ECP quarterly Newsletter	Dec 2012 **IN PROGRESS**	ECP with IFES assistance developed a design of the newsletter in 2011. In November 2012 ECP decided to print first Newsletter for which IFES and UNDP assisted in content development and finalization of the layout. A couple of issues of the newsletter have been published by the ECP.

Goal # 12: Political Parties and Candidates

Objective	Completion Timelines	Latest Status
#1. Reform legislation on political finance relating to political parties and candidates, strengthening financial accountability and enforcement mechanisms	Dec 2011 **IN PROGRESS**	ECP with IFES assistance 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. An international expert on political finance conducted the Workshop. There was consensus that basic reforms are required to contain role of money in elections. A report on the Workshop findings has been prepared and shared with all stakeholders.
#2. Develop regulations, mechanisms and procedures to implement legislative requirements concerning political finance	Dec 2011 **IN PROGRESS**	The Electoral Legal Framework Committee of ECP has incorporated in the draft unified law different proposals to make appropriate legal amendments for the implementation of main recommendations of political finance workshop. ECP has been deliberating upon setting up a political finance unit at its secretariat headed by a Financial Analyst for which initially one post in BPS-19 has been created in the ECP Secretariat. IFES has assisted the ECP in the development of the TOR for this unit for more clarity ECP has also reviewed the Supreme Court Judgment No. 87 of 2012 on election expenses in Workers' Party Petition. ECP introduced a number of reforms for the General Elections which were highlighted in the Supreme Court judgment – ban on transport to voters by political parties and candidates, ban on political party camps within 400 yards of the polling stations; single account for election campaign expenditure, etc.
#3. Publish the financial statements of parliamentarians and political parties on the ECP website	Oct 2010 **IN PROGRESS**	This objective requires improvements / modifications in the Prescribed Forms for assets and liabilities for parliamentarians. ECP in consultation with the Federal Board of Revenue and Auditor General of Pakistan shall develop a roadmap to move forward.
#4. Strengthen the Code of Conduct for the political parties and contesting candidates	Jun 2011 **ACHIEVED**	ECP with IFES assistance has developed Codes of Conduct for various stakeholders including –political parties, election observers, media, polling personnel, and security personnel. After approval of Election Commission. Urdu translations of aforementioned Codes of Conduct were arranged, with the assistance of IFES and printed copies thereof were provided to all concerned.

Objective	Completion Timelines	Latest Status
#5. Train political party representatives and candidates on their electoral roles and responsibilities	Nov 2012 **NOT APPLICABLE**	
#6. Make necessary changes in the existing Statement of Assets and Liabilities to make it simple and meaningful	Nov 2011 **IN PROGRESS**	ECP in consultation with the Federal Board of Revenue and Auditor General of Pakistan shall develop a roadmap to move forward. To be covered in the legislation related to political finance (objective #1 above)

Goal # 13: Civic and Voter Education

Objective	Completion Timelines	Latest Status
#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 **ACHIEVED** (more surveys to be undertaken on specific awareness issues)	A nationwide survey was held and the findings were used in various strategic decisions taken. (Electoral Rolls, Media habits, knowledge about the work of Election Commission, age and gender wise understanding of elections etc.)
#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 **ACHIEVED** (being rolled out)	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.
#3. Implement civic and voter education strategy, in collaboration with civil society partners and others	Dec 2012 **ACHIEVED** **Civic Education is**	In consultation with the ECP, IFES presented a district-centered national voter outreach plan which was agreed by the Commission. Voter education plan, prepared in line with the civic and voter education strategy already endorsed by ECP, was approved during high powered planning meeting of the ECP on 6 and 7 September 2012. The Voter Education Plan 2012-13 emphasizes 6

| | IN PROGRESS | major components which consist of developing VE materials, using electronic and print media to spread VE messages, engagement of public and private sector organizations for reaching out to voters, training and capacity building of ECP staff and launching of district-based national voter outreach plan. .

IFES and UNDP assisted ECP to achieve the targets of the VE Plan 2012-13. The support has been provided to develop posters, banners, pamphlets, steamers, TVCs etc. All these designs were not only placed on the ECP website but also CDs were provided to all public and private sector ECP partners for the purposes of educating the voters. ECP with the assistance of IFES developed a VE Activists handbook which was used as one of the main tools to achieve the objectives set under district based national voter outreach program. IFES provided ECP with 500 copies of the VE handbook for each district. Training of ECP staff with UNDP and IFES assistance was done in January 2013, during which around 300 key ECP officials were trained in effectively implementing the VE plan 2012-13.

Another important initiative taken by the ECP, in this regard, is the decision to celebrate October 17 as the National Voters' Day (NVD). It will be officially celebrated every year and will provide a good opportunity not only to commemorate voters and democracy in Pakistan but also to review and refine voter and civic education strategies employed by the ECP. IFES assisted the ECP to arrange NVD events across the country i.e. 128 districts, provincial headquarters and the Secretariat. The NVD activities were given good coverage by media and warmly welcomed by people from all walks of life.

ECP carried out a mass media campaign with the help of UNDP and UN Women to reach out to voters before general elections 2013. |
|---|---|---|
| #4. Increase the percentage of voter turnout from 44% (2008 Elections) to 63% of registered voters in 2013 | Jun 2013 **ACHIEVED** | The latest reports of the general elections 2013 suggest an unprecedented voter turnout – around 55 percent which reflect the overall increase of voter turnout in all segments including female, minorities and persons with disabilities.

The targets relating to civic education will now be pursued, i.e. post general elections 2013, since it was decided that a comprehensive civic education will be designed and implemented in the post elections scenario. |
#5. Increase the turnout of female voters	Jun 2013 **Achieved**	
#6. Increase the turnout of minority voters	Jun 2013 **Achieved**	
#7. Increase the number of persons with disabilities to vote in the elections	Jun 2013 **Achieved**	
#8. Minimise the incidents of	Jun 2013	

violence during elections through voter education	**ACHIEVED**	
#9. Include voter education in the curricula at secondary/intermediate level in Pakistan Studies	Jun 2013 **IN PROGRESS**	A detailed proposal to include voter education in the curricula at secondary/intermediate levels in Pakistan Studies has been formulated by the ECP which is under consideration.
#10. Develop youth specific awareness campaigns to engage them in electoral matters	Jun 2013 **ACHIEVED**	Through the voter education plan 2013, youth was not only targeted for education on electoral issues but also they were mobilized to act as enablers for other segments of the voter population to ensure universal voter participation at their local village/area level. The voter education activist's handbook was developed to facilitate youth to play an active role for maximizing participation of voters specially women, disabled, minorities and other marginalized groups. ECP's 8300 voters SMS service attracted young voters including females and marginalized groups across the country. ECP developed a face book page at www.facebook.com/Bularahahaypakistan, IFES also assisted by means of developing a face book page, www.facebook.com/pakvoter, and a twitter account @pakvoter to engage youth and other internet users in the process of elections and the electoral processes.

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

Objective	Completion Timelines	Latest Status
#1. Support the development and adoption of legislation on the participation of persons with disabilities in the electoral process	Dec 2011 **NO PROGRESS**	
#2. Conduct research on voting participation of persons with disabilities to understand the issue in depth and formulate relevant policies	Sep 2010 **IN PROGRESS**	Some officers of ECP have been oriented about dealing with the persons with disabilities during electoral processes to understand the issue. IFES will extend assistance to undertake research which is likely to take place in middle of 2013.
#3. Develop awareness materials highlighting the importance of the vote of every	Dec 2012	IFES has worked closely with ECP for developing voter education materials. The materials include targeted messages for marginalized groups and general voter

person, specifically targeting marginalised groups	**ACHIEVED**	community, voter education handbook, posters and flyers. Posters, banners, streamers, CDs were developed and widely disseminated for the national voter education plan highlighting the participation of marginalized groups in elections.
#4. Conduct research on voting participation of women to formulate relevant policies	Jul 2011 **ACHIEVED**	ECP and IFES have completed a gender assessment with focus on women in the ECP and women participation as voters. The report has been finalized and will be helpful in decision making by the ECP. ECP with IFES assistance will be undertaking a survey on the causes of low women registration as voters – with focus on CNIC – to draw up a response to improve the situation. The survey to identify cases of low women registration as voters with a focus on NIC was conducted and the report of the survey has been shared with the stakeholders.
#5. Develop and implement policies and registration and voting procedures to increase electoral participation of women and marginalised groups	Dec 2010 **IN PROGRESS**	Gender assessment and gender strategy to help achieve this objective. Posters, brochures and social media have been used to increase the participation of women and marginalised groups.
#6. Train ECP officials with respect to participation of persons with disabilities in the electoral processes	Dec 2011 **IN PROGRESS** (needs to be more active)	Six trainings have been conducted for ECP officials (2 for Regional Election Commissioners and 4 for Election Officers and Assistant Directors) in which 111 officials (33 RECs and 66 EOs and 12 Assistant Directors) participated - "Disability Equality i.e. inclusion of persons with disabilities in electoral process" at FEA. FEA has planned to engage senior management in its continuous training plan for 2012-2013 for such type of orientation cum training sessions on disability equality

Goal # 15: Branding of the Election Commission of Pakistan

Objective	Completion Timelines	Latest Status
#1. Develop a design for the divisional and district office buildings along with signboards that could be replicated all across the country	Dec 2010 **IN PROGRESS**	New designs were developed and presented in a meeting at the ECP. Comments were received and incorporated in the designs. No further progress has been made.

#2. Develop and launch a media campaign around the vision and mission of the ECP	Dec 2014 **IN PROGRESS**	It has already started with launching of the Strategic Plan. This is being continuously highlighted through various public awareness interventions.
#3. Develop an ECP branding using specific colour combinations for all items it uses	Dec 2010 **Partially ACHIEVED** – approvals awaited	New designs were developed and presented in a meeting at the ECP. Comments were received and incorporated in the designs. However, nothing moved afterwards – during last one year.

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