

STATE OF ELECTORAL REFORMS IN PAKISTAN

2nd Quarter Report

Citizens Monitoring Report on the
Implementation of the ECP 5-Year Strategic Plan

As on March 31, 2012

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PILDAT is an independent, non-partisan and not-for-profit indigenous research and training institution with the mission to strengthen democracy and democratic institutions in Pakistan.

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State of Electoral Reforms in Pakistan*Implementation of the ECP 5-Year Strategic Plan**As of March 31, 2012***Foreword**

This is the second quarterly monitoring report on the implementation of the ECP 5-Year Strategic Plan. We hope that this report will inform the general public and all stakeholders. While the ECP has the responsibility to implement the 5-year strategic plan, it is the responsibility of the citizens to monitor the progress of implementation and raise questions where the progress is slow or stalled. PILDAT firmly believes that citizens' monitoring will not be an effort in finger-pointing rather it will be helpful to ECP in overcoming obstacles in the way of timely implementation.

The Monitoring Report will further strengthen the transparency in ECP operations which has tremendously improved over the past couple of years. We also believe that this monitoring report will also further promote public dialogue on electoral reforms and bring public and the ECP closer. This report will be helpful in identifying the areas of weakness early on so that efforts may be focused on expediting the implementation in those areas. Eventually, we believe, this report, which we plan to compile quarterly, will contribute towards the timely implementation of the Strategic Plan.

It may here be added that the pace of implementation of the Strategic plan is not entirely dependent on the ECP. Funds, which is the basic need for moving forward on most of the Strategic Goals, have to come from the Government of Pakistan or through international institutions. The ECP can recommend legislation but the final decision on passing or not passing a law has to be taken by the Parliament. This report is therefore not an effort to pass judgment on the performance of the ECP. This report is intended to convince all stake holders that it is important to make steady progress in achieving the deadlines set in the Strategic plan.

Acknowledgments

We wish to thank the **ECP** for providing us the information requested by us regarding the progress on the Strategic Plan and for sparing time to discuss the progress on various objectives of the Strategic Plan.

We also wish to thank the members of the **Citizens Group on Electoral Process (CGEP)** for their valuable input while reviewing the draft report.

This report is prepared by PILDAT under the project Supporting Monitoring of Democracy, Electoral Reforms and Development of Youth in Pakistan which is supported by the **Danish International Development Agency (DANIDA)**, **Government of Denmark**. We wish to thank for the support.

Disclaimer

The views expressed in this report are those of PILDAT and do not necessarily represent the views of DANIDA, the Government of Denmark and the Royal Danish Embassy Islamabad. PILDAT team of researchers has made every effort to ensure the accuracy of the data and analysis contained in this report and any omission or error is not deliberate.

State of Electoral Reforms in Pakistan

Implementation of the ECP 5-Year Strategic Plan

As of March 31, 2012

Executive Summary

The Election Commission of Pakistan (ECP) prepared and unveiled a *Five-Year Strategic Plan 2010-2014* on May 25, 2010. Under the Plan, a total of 127 objectives are listed under 15 Strategic Goals with deadline for achieving each objective. Four (4) objectives do not have a specific deadline as these relate to recurrent activities; Seventy Seven (77) objectives were scheduled to be achieved by March 31, 2012. The remaining 46 objectives are scheduled to be achieved after March 31, 2012 – some as late as December 2014.

The progress made on Strategic Plan goals from January 2012 to March 2012 is as follows:

- **GOAL # 2: Improvement in the Registration of Voters and Preparation of Credible, Accurate, Up-to-date and Accessible Electoral Rolls (12 Objectives):** Improvement in the Registration of Credible, Accurate, Up-to-date and Accessible Electoral Rolls. During this period, the ECP was able to update the Draft Electoral Rolls (DERs) by incorporating the modifications which became necessary after completing the door-to-door verification process. The updated Electoral Rolls were called Preliminary Electoral Rolls (PERs) and displayed at 55000 display centers throughout Pakistan for a period of 21 days from March 1 to March 21, 2012 as required in the Electoral Rolls Act, 1974. Estimated Progress in this quarter is **89%** as compared to progress as on December 31, 2011 which was 75 %.
- **GOAL # 6: Improving the Infrastructure, Logistics and Equipment for ECP Offices(11 Objectives):** The purchase of computers, Scanners and Printers etc. advanced from 30 % progress as of Dec 31, 2011 to 50 % on March 31, 2012. It is estimated that the overall progress of the Goal has advanced to **30 %** as of March 31, 2012 compared to **24 %** progress on December 31, 2011.
- **GOAL # 11: Improving Public Outreach and Interaction with Political Parties, Civil Society Organizations and the Media(5 Objectives):** Progress on interaction with political parties was assessed to be 75 % as of March 31, 2012 compared to 50 % on December 31, 2011. Regular consultations with political parties and civil society organizations are also assessed to have attained a progress of 50 % - up from 30 % on December 31, 2011. Overall progress on Goal 11 has increased to **39 %** on March 31, 2012 from **25 %** on December 31, 2011.
- **GOAL # 12: Strengthening of Participation of Political Parties and Candidates (6 Objectives):** Electoral Legal Framework Committee of the ECP is considering proposals to make appropriate legal amendments to improve transparency of political finance. The ECP had committed to upload the Annual Statements of Assets and Liabilities submitted by all legislators on the ECP website by October 2010 but no progress has been made so far. Recently media reports indicate that the ECP has decided not to publish these statements on the ECP website. This is rather disappointing and runs counter to the principle of transparency and the spirit of the law. Overall Progress on this Goal has been assessed to be **24 %** as of March 31, 2012 compared to **20 %** on December 31, 2011.

Overall Progress

As of March 31, 2012, the average progress made on 77 objectives which were scheduled to be completed by March 31, 2012 is assessed to be **39%**, whereas in the last quarter the progress on these objectives was assessed to be 36%. The average progress made on 46 objectives, whose realization is due after March 31, 2012, is assessed to be **14 %**. The overall progress on the Strategic Plan is estimated to be **53 % (39 % + 14 %)** as of March 31, 2012.

State of Electoral Reforms in Pakistan*Implementation of the ECP 5-Year Strategic Plan**As of March 31, 2012***Background**

Pakistan has held 9 national and provincial general elections on the basis of adult franchise since its coming into existence in 1947. Eight of these general elections have been held after the 1973 Constitution was passed. In general, these elections have suffered from a low voter turn-out which has been steadily going down since 1970 election. The highest voter turn-out was in 1970 election which was recorded as 63.4 %. The lowest turn-out was in 1997 general election when only 35.4 % voters turned out to vote. The situation only marginally improved during the latest general election in 2008 when the voter turn-out was 44.4 %. The average voter turn-out for the last eight general elections (excluding 1977 election which was largely believed to be rigged) works out to be 45.9 % which makes Pakistan a country with the lowest voter turn-out among the countries of South Asia and sixth from the bottom among 169 countries whose average voter turn-out statistics were compiled by IIDEA, an international inter-government organization based in Sweden.

One of the possible explanations for this low voter turn-out is the voters' lack of trust in the electoral system. This weak credibility of the electoral system in general and the Election Commission of Pakistan in particular is at the heart of the weak political system in the country. In addition, electoral rolls are generally not trusted by voters, political parties and the candidates. Multiple voter registration is common and a large number of bogus votes are also included in the rolls. Powers of the Election Commission and limiting the selection of Chief Election Commissioner and the Election Commissioners to former judges are some of the other issues which need to be addressed and reformed. Inability of the Election Commission to enforce the election expenses limits is a major problem and a discouraging factor for the participation of a person of modest means in the electoral process. Election disputes resolution process is very lengthy and complicated and fails to discourage candidates to commit electoral irregularities. Questions are also raised about the impartiality and competence of Polling Staff. Senior government officials including Prime Ministers and Ministers generally use government resources to influence voters' choice in favour of their favourite candidates during by-election. In view of these key issues, electoral reforms are critical for democracy and peace of Pakistan. If credibility of electoral process is destroyed, it strengthens undemocratic forces and encourages extremism and violence. PILDAT has extensively worked on formulating proposals for Electoral Reforms since 2005.

Due to these and other efforts, the ECP has included many of these reform proposals in its Five Year Strategic Plan 2010-2014. Some of the targets set in the plan are already late and the process of electoral reforms is generally slow. The next general election can be called any time, like in any parliamentary democracy. In any case the next general election is to be held no later than May 2013. It is important that the citizens should monitor the implementation of the electoral reforms process using the ECP Strategic Plan as a tool. PILDAT has held two citizens workshops to discuss the progress on the ECP Strategic Plan and feels that a regular periodic review by the citizens and its dissemination through the media will speed up the reform process.

State of Electoral Reforms in Pakistan*Implementation of the ECP 5-Year Strategic Plan**As of March 31, 2012***Significance of the ECP Strategic Plan**

The Election Commission of Pakistan prepared and unveiled a *Five-Year Strategic Plan 2010-2014* on May 25, 2010. This was probably the first time in the history of Pakistan that the body constitutionally responsible for conducting elections in the country has taken a strategic view of the question of Electoral Reforms and documented its plans to introduce these reforms.

The ECP also detailed these reforms into objectives and set a deadline for realizing each of these objectives. It has therefore become possible to see the comprehensive picture of the Electoral Reforms in Pakistan and monitor the progress made and see what more needs to be done. The development, adoption and publicity of the Strategic Plan is an important landmark in the political and electoral history of Pakistan and the CEC, ECP members, Secretary and the staff should be complimented for not only developing such an important document but also for continuing to make efforts to implement it.

The ECP undertook consultations with Civil Society Organizations and Political Parties of Pakistan while finalizing the Strategic Plan. PILDAT was one of those organizations which actively participated in these consultations. The Strategic Plan, therefore, enjoys a societal ownership and it is the duty of the citizens to monitor its progress on implementation and make the findings of this exercise public so that the society as a whole may generate the required momentum for timely implementation of the strategic Plan.

Under the ECP 5-Year Strategic Plan, 15 Strategic Goals have been set by the ECP. The goals are multi-faceted and complex, and will require a high degree of commitment to realize them. The ECP has undertaken to deploy all possible efforts to achieve these goals. Each strategic goal is further sub-divided into a number of objectives and a deadline has been fixed for achieving each objective. A total of 129 objectives are listed under 15 strategic goals. The number of objectives under each strategic goal range from 3 to 19.

The ECP has estimated that the implementation of the entire 5-year Strategic Plan will require a funding of approximately US \$ 100 Million. The ECP is discussing the possibility of funding with a number of donors such as the USAID, the UNDP and the CIDA but no firm commitment is known to have been made so far except a commitment of US \$ 8.5 Million made by the USAID..

Following are the ECP Strategic Goals:

Strategic Goal No. 1: Improving Legal Framework for Elections (4 Objectives)

To ensure that the laws governing functions of the ECP and conduct of elections meet international standards and are complete, clear and understandable, and are put together in a way that their usage becomes easier and productive.

Strategic Goal No. 2: Improvement in the Registration of Voters and Preparation of Credible, Accurate, Up-to-date and Accessible Electoral Rolls (12 Objectives)

To ensure that there is comprehensive voter registration and the electoral rolls are credible, accurate, fairly prepared and updated through annual revision according to the law by using modern technologies and other appropriate methods, and that the rolls are accessible to all stakeholders.

Strategic Goal No. 3: Improving the Election Operations (19 Objectives)

To enhance institutional capacity for managing election operations smoothly and efficiently, making them voter friendly, and reducing the number of complaints and disputes by increasing the level of credibility of the electoral process.

Strategic Goal No. 4: Establishing an Effective and Transparent Election Complaints and Disputes Resolution Mechanism (4 Objectives)

To establish an effective and transparent election complaints and disputes resolution mechanism that contributes towards strengthening the overall electoral system.

Strategic Goal No. 5: Restructuring the Election Commission of Pakistan (7 Objectives)

State of Electoral Reforms in Pakistan*Implementation of the ECP 5-Year Strategic Plan**As of March 31, 2012*

To re-organise the ECP structure in technical, legal, operational, administrative, and financial domains to enhance its effectiveness, ensure smooth operations and strengthen its professional capacity.

Strategic Goal No. 6: Improving the Infrastructure, Logistics and Equipment for ECP Offices (11 Objectives)

To improve the working environment for staff and provide relevant and needed support in terms of equipment and accommodation to support the ECP's efficient conduct of the electoral process, including its outreach to the public.

Strategic Goal No. 7: Improving the Human Resources of the ECP (13 Objectives)

To have a modern human resource management system for meeting current and future challenges, ensuring that staff are hired according to established policy, are well-compensated, are promoted on the basis of merit, and that staff composition is diverse and representative of the nation that the ECP serves.

Strategic Goal No. 8: Attaining Complete Financial Autonomy and appropriate Funding for ECP (4 Objectives)

To attain complete financial autonomy for the ECP and ensure sufficient funds on a regular basis to manage its functions effectively.

Strategic Goal No. 9: Institutionalizing Training, Research and Evaluation in ECP (17 Objectives)

To institutionalize training, research and evaluation in order to strengthen the ECP's policy-making processes and build the capacity of the officers and staff leading to enhanced level of performance.

Strategic Goal No. 10: Promoting the use of Information Technology in ECP operations (8 Objectives)

To strengthen information technology as a strategic resource in the ECP's planning and decision-making functions with a view to improving efficiency and productivity in the electoral processes and also ensuring that public has access to the relevant electoral information.

Strategic Goal No.11: Improving Public Outreach and Interaction with Political Parties, Civil Society Organisations and the Media (5 Objectives)

To reach out to key stakeholders including political parties, candidates, civil society organisations, the media and general public in order to strengthen their trust in the electoral processes and to increase their participation in the electoral matters through regular consultations.

Strategic Goal No. 12: Strengthening of participation of Political Parties and Candidates (6 Objectives)

To strengthen the informed and lawful participation of political parties and candidates in the electoral processes.

Strategic Goal No. 13: Enhancing the Participation of Voters and improving the Civic and Voter Education (10 Objectives)

To create awareness amongst voters of all ages and all sections of society in order to increase their full participation in the electoral process by undertaking civic and voter education.

Strategic Goal No. 14: Improving the participation of Marginalized Groups including Women, Minorities and Persons with Disabilities in the Electoral Process (6 Objectives)

To formulate laws and strictly implement them to ensure that marginalized groups including women, minorities and persons with disabilities are able to participate in the political and electoral processes.

Strategic Goal No. 15: Creating a refreshing and dynamic branding of the Election Commission of Pakistan (3 Objectives)

To create a refreshing and dynamic identity of the ECP leading to a change in the perception of the common people and public functionaries at all levels.

State of Electoral Reforms in Pakistan*Implementation of the ECP 5-Year Strategic Plan**As of March 31, 2012***Objective and Format of the Citizens Monitoring Report**

The objectives of the Citizens Monitoring Report are manifold. The report is meant to enhance the public awareness about the pace and extent of implementation of Electoral Reforms and this, in turn, is expected to improve the involvement and ownership of the general public of the electoral process.

In addition, the regular and close monitoring of the progress of implementation will help ECP and other relevant institutions to be vigilant and careful about the timely implementation of the Plan.

The report will also help the media to accurately assess the progress on implementing Electoral Reforms in the country and highlight the issues and obstacles in time so that the decision-makers may be able to take timely action.

The report will also be disseminated to the parliamentarians and other decision-makers which will help them in engaging in informed and meaningful debate and reaching the right conclusions about electoral reforms.

The report is organized in such a way that it can highlight the key points and the most important issues relating to the implementation of Strategic Plan in an easy to understand and non-technical language. In addition to the concise presentation of key points, an appendix presents the detailed progress on each of the 129 objectives included in the strategic Plan.

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Analysis of the Progress made on Strategic Plan Goals from January to March 2012

During the past three months, PILDAT could see some progress on four of the fifteen goals of the strategic plan. A description and analysis of the progress on these four Goals is as follows:

Electoral Rolls:

The most visible progress was on **Goal 2**: Improvement in the Registration of Credible, Accurate, Up-to-date and Accessible Electoral Rolls. During this period, the ECP was able to update the Draft Electoral Rolls (DERs) by incorporating the modifications which became necessary after completing the door-to-door verification process.

The updated Electoral Rolls were called Preliminary Electoral Rolls (PERs) and displayed at 55000 display centres throughout Pakistan for a period of 21 days from March 1 to March 21, 2012 as required in the Electoral Rolls Act, 1974.

As this report is being written, NADRA as the ECP contractor is busy updating the Preliminary Electoral Rolls (PERs) by incorporating the modifications collected during the display period. Despite efforts, we could not get the data on the number of voters who visited the Display Centres, Number of applications for additions, deletions and modifications received.

It is anticipated that the updated PERs will be transformed to Final Electoral Rolls by mid-May 2012 after which ECP will print and make available to at least political parties and hopefully to whoever demands a copy by May 27, a date committed by the ECP.

Following are some observations on the process of updating the Electoral Rolls:

- i. At least two parties Jammāt-e-Islami Pakistan (JIP) and Awami National Party (ANP) have taken strong exception to the choice of 'Permanent Address' given in the CNIC as the default address of voting place in case the voter is not reached during the verification process. These parties allege that this choice has transferred the voting place of millions of voters residing in Karachi (some for the last two decades or even more) but originally hailing from places in Khyber Pakhtunkhwa (KP), Punjab or elsewhere

benefitting a particular party in Karachi and to the disadvantage of ANP and JIP.

- ii. Generally there has been a lukewarm response of voters during the display period. A relatively low percentage of the total registered voters in PERs sought to verify their particulars in the electoral rolls through SMS. Unfortunately, exact statistics are not yet available. It is not clear how many approached the Display Centres physically and how many objections or complaints were received. PILDAT requested this data from ECP but the data has not been provided so far.
- iii. There had been numerous complaints that the residential addresses of thousands of voters were wrong in the electoral rolls. It emerged that in many cases, voters found their addresses wrong while in many other cases the city, taluka or even province appeared to be other than the voters' actual address. Ordering the inquiry, Chief Election Commissioner retired Justice Hamid Ali Mirza directed the Provincial Election Commission, Sindh, to tally the rolls with their master copy, sent to NADRA, in order to find out that how, where and why the blunder occurred, according to informed sources. The ECP move came following a strong reaction from the Sindh Assembly, which adopted a resolution expressing its anguish and concern over the widespread complaints of discrepancies, and protest by various political parties over the issue. Addressing a briefing to lawmakers arranged by the Sindh Assembly, NADRA General Manager Colonel (Rtd) Zahid Khan and Provincial Election Commissioner, Sindh, Sono Khan Baloch conceded that over 100,000 Sindh voters were entered in the Balochistan voters' list. The participating elected representatives drew the officials' attention towards wrong entries of their respective electorates. They pointed out that residents of Lyari (district south) shown as those of the central, east and west districts Ibrahim Haidery residents were shown as residents of Orangi Town. Some other MPAs claimed that over 100,000 voters from Karachi and over 60,000 voters from Hyderabad were shown as residents of other cities of the province. According to sources, Deputy Speaker Shehla Raza told the authorities that the number of Balochistan voters erroneously entered in the electoral rolls of Sindh appeared to be between 200,000 and 300,000. However, the Nadra authorities put the number at a little over 100,000. The

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provincial election commissioner's attention was also drawn towards the cumbersome and complicated procedure for correction of entries in the rolls. He said that the easiest possible procedure had been adopted. He, however, said that it had now been decided that an applicant seeking correction of his name and address would not be required to fill and submit the Form-5 and, instead, would have to submit only the Form-4. In reply to a question, Mr Baloch said that in case a voter's CNIC showed his address being in some other part of the country than in his present area of residence and registration as voter, he would have to provide a proof in order to avoid duplication. His passport, driving licence, gas/phone/power bill or the residence rent agreement could be a proof, he added.

- iv. The Election Commission of Pakistan (ECP) and the National Database and Registration Authority (NADRA) could solve the mystery of how registered voters abnormally increased in District Loralai, Sanghar, Khairpur and Tehsil Dukki and some other districts. On receiving complaints from Deputy Speaker Balochistan Assembly, Syed Mattiullah, and MNA from NA-263, Sardar Yaqub Nasir, the ECP asked provincial Election Commissioners and NADRA to investigate this glaring irregularity. Sindh Minister of Finance Syed Murad Ali Shah raised the question of these discrepancies in Sindh assembly. The matter surfaced after the electoral body displayed preliminary voter lists at 55,000 prominent places for voters, enabling them to verify the related information on these lists was correct or otherwise. If they have any complaint, they can get it removed by filling in form 04 and submitting it to the nearest display centre.

"What we did was simple. We traced the culprits by their thump impressions, as some had filled in even 100 voter forms on their own," said deputy chairman Nadra Tariq Malik while talking to The News. Provincial Election Commissioner conducted an inquiry through District Election Commissioner (DEC), Loralai, wherein, it was confirmed that such abnormal increase had been noticed in various blocks. Moreover, Nadra conducted detailed analysis of the complaints using their biometrics database and revealed that thousands of Form 'Alif' and Form-II were filled in by a few individuals to migrate voters across Pakistan to Tehsil Dukki, District Loralai.

NADRA deputy chairman explained that the same

trend was also observed in District Kachhi, Lasbela, Jaffarabad, Naseerabad and Khairpur, where voter migration was carried out without the consent of voters. The authority furnished the names of five individuals, who were involved in the malpractice through their finger prints imposed on related forms; they are Olis Khan, Atta Ullah, Habib Ullah, Muhammad Ilyas and Mai Shenal. Their CNIC numbers have also been forwarded to the ECP for action.

On its part, the Election Commission has ordered that an exemplary disciplinary/criminal action must be initiated against the culprits involved to ensure transparency and fairness of the electoral rolls at any cost. (Daily THE NEWS, March 16, 2012)

It is estimated that this Goal has achieved **89 %** progress so far, an increase of **14 %** points since December 31, 2011 when the progress on this Goal was estimated to be **75 %**

State of Electoral Reforms in Pakistan*Implementation of the ECP 5-Year Strategic Plan**As of March 31, 2012***Logistics, Infrastructure and Equipment for ECP:**

Another Goal that witnessed progress during the past Quarter was **Goal 6**: Logistics, Infrastructure and Equipment for ECP. The purchase of computers, Scanners and Printers etc. advanced from 30 % progress as of Dec 31, 2011 to 50 % on March 31, 2012.

It is estimated that the overall progress of the Goal has advanced to **30 %** as of March 31, 2012 compared to **24 %** progress on December 31, 2011.

Public Outreach and Interaction

Goal 11 of the Strategic Plan: Public Outreach and Interaction also witnessed continuation of the same trend. Progress on interaction with political parties was assessed to be 75 % as of March 31, 2012 compared to 50 % on December 31, 2011. Regular consultations with political parties and civil society organizations are also assessed to have attained a progress of 50 % - up from 30 % on December 31, 2011. Development and Implementation of Media Outreach Policy and Strategy has made some progress – assessed to be 10 % as of March 31, 2012 getting off the mark since December 31, 2011.

Overall progress on Goal 11 has increased to **39 %** on March 31, 2012 from **25 %** on December 31, 2011.

Political Parties and Candidates

Under **Goal 12**: Political Parties and Candidates, strengthening of Code of Conduct for Parties and Candidates progressed from 30 % on December 31, 2011 to 50 % on March 31, 2012.

Overall Progress on this Goal has been assessed to be **24 %** as of March 31, 2012 compared to **20 %** on December 31, 2011.

Overall Progress

Overall progress for all the 15 Goals was assessed to be **48 %** as of December 31, 2011. The progress as of March 31, 2012 is estimated to be **53 %**.

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An Overview of the Progress on the Implementation of the Strategic Plan

There are a total of 127 objectives which are to be realized under 15 Strategic Goals of the ECP 5-Year Strategic Plan. Out of these, 4 Objectives do not have any specific deadline as these are continuous or regular or recurrent activities. Out of the remaining 123 Objectives, 77 objectives were scheduled to be achieved by March 31, 2012. The remaining 46 objectives are scheduled to be achieved after March 31, 2012 - some of them as late as December 2014. *Appendix A: Breakdown of ECP Strategic Plan Goals and Objectives* provides all relevant statistical details about how 127 objectives are divided up among the 15 Strategic Goals. *Appendix B: Goal-wise Progress Summary of ECP Strategic Plan* presents summary of the estimated progress for each Goal.

We have tried to assess the progress for each objective individually. We have discussed the objectives' progress with more than one knowledgeable expert outside PILDAT and where possible we have provided an opportunity to the ECP to give us a feedback on the assessment of the percentage of Progress made by us. We have tried to modify our estimate of percentage progress made on individual objectives in case we received a feedback which warranted this modification.

Appendix C: Objectives-wise progress on implementation of ECP Strategic Plan presents the detailed break-down of the progress made on each objective and compares it with the progress made as of the last quarter i.e. by December 31, 2012.

Appendix D: 'Progress Report on Implementation of the 5-Year Strategic Plan - As of March 31, 2012 (As provided by the ECP)' presents a brief account of the progress made which formed the basis of the assessment of percentage progress.

As of March 31, 2012, the average progress made on 77 objectives which were scheduled to be completed by March 31, 2012 is assessed to be 39 %, whereas this progress should have been 100 %. The progress on these objectives was estimated at 36 % by December 31, 2011.

There has also been some progress on some of the 46 objectives whose realization is not yet due. The average progress made on 46 objectives is assessed to be 14 %

compared to 12% as of December 31, 2011..

The total progress made on all 123 objectives as of March 31, 2012 is, therefore, estimated to be **53 %** (39 % + 14 %).

Out of all the Strategic Goals, the greatest progress (**89 %**) is estimated to have been made on *Goal 2: Registration of Votes and Electoral Rolls*. This is rather ironic in view of the fact that delay in completion of the Electoral Rolls has prompted the Honourable Supreme Court to make some adverse remarks about the competence and efficiency of the ECP. The second greatest progress is made on *Strategic Goal 13: Civic and Voter Education (76 %)*. The least progress has been made on *Strategic Goal 14: Marginalised Groups* where only **12 %** progress is estimated.

APPENDICES

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Implementation of the ECP 5-Year Strategic Plan

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Appendix A

Breakdown of ECP Strategic Plan Goals and Objectives

Goal No.	Goal Title	Number of Objectives scheduled to be completed BY 31 March '12	Number of Objectives scheduled to be completed AFTER 31 March '12	Total number of objectives with specific deadline	Number of Objectives without any specific deadline	Total Number of Objectives
1	Legal Framework	3	0	3	1	4
2	Electoral Rolls	11	0	11	1	12
3	Election Operations	12	5	17	2	19
4	Complaints & Disputes Resolution	2	2	4	0	4
5	Restructuring ECP	7	0	7	0	7
6	Logistics, Infrastructure, Equipment	5	6	11	0	11
7	Human Resources	8	3	11	0	11
8	Finance & Budget	3	1	4	0	4
9	Training, Research & Evaluation	5	12	17	0	17
10	IT	6	2	8	0	8
11	Public Outreach	1	4	5	0	5
12	Political Parties & Candidates	5	1	6	0	6
13	Civic & Voter Education	2	8	10	0	10
14	Marginalised Groups	5	1	6	0	6
15	Branding	2	1	3	0	3
Total		77	46	123	4	127

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Appendix B

Goal-wise Progress Summary of ECP Strategic Plan - As of 31 March '12

Goal	Goal Title	Progress made on Objectives scheduled to be completed BY 31 March '12	Progress made on Objectives scheduled to be completed AFTER 31 March '12	Total Progress for the Goal As of 31st March 2012	Total Progress for the Goal As of 31st Dec 2011
1	Legal Framework	33%	0%	33%	33%
2	Electoral Rolls	89%	0%	89%	75%
3	Election Operations	21%	8%	29%	38%
4	Complaints & Disputes Resolution	25%	20%	45%	45%
5	Restructuring ECP	42%	0%	42%	42%
6	Logistics, Infrastructure, Equipment	30%	0%	30%	26%
7	Human Resources	45%	3%	48%	48%
8	Finance & Budget	8%	20%	28%	28%
9	Training, Research & Evaluation	42%	18%	60%	60%
10	IT	41%	20%	61%	61%
11	Public Outreach	0%	39%	39%	25%
12	Political Parties & Candidates	24%	0%	24%	20%
13	Civic & Voter Education	65%	11%	76%	66%
14	Marginalised Groups	12%	0%	12%	12%
15	Branding	5%	30%	35%	35%
Overall Progress for 15 Goals		39	14	53	48

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Appendix C

Objectives-wise progress on implementation of ECP Strategic Plan

Strategic Goal	Objectives with Deadline by 31 March 2012			Objectives with Deadline after 31 March 2011			Overall Progress as of 31 March 2012	
	Number and Title of Objectives	Progress as of 31 Dec 2011	Progress as of 31 March 2012	Number and Title of Objectives	Progress as of 31 Dec 2011	Progress as of 31 March 2012		
1: Legal framework	1: Revise legal framework	50%	50%				50%	
	2: Unification of election laws	50%	50%				50%	
	3: Enhance public understanding of election laws through Urdu translation	0%	0%				0%	
Overall Goal Progress		33%	33%				33%	
2: Electoral Rolls	1. Improve existing CERS	50%	50%				50%	
	2. Agreement with NADRA	100%	100%				100%	
	3. Pilot project for ECP-NADRA collaboration	100%	100%				100%	
	4. Verify Electoral Rolls with NADRA database	50%	75%				75%	
	5. Legislation on mandatory CNIC	100%	100%				100%	
	6. ECP Infrastructure for maintaining Voters Data	75%	75%				75%	
	7. Study on female enumerators	100%	100%				100%	
	8. Simplify voters registration forms	100%	100%				100%	
	9. Study on picture in electoral roll	100%	100%				100%	
	10. improve display of draft rolls	50%	75%				75%	
	11. extend CERS to all country	0%	100%				100%	
Overall Goal Progress		75%	89%				89%	
3: Election Operations	1. Identify new buildings for polling stations	10%	10%	8. Increase number of polling stations	0%	0%	10%	
	2. Recruitment & Hiring System for temporary staff	10%	10%	10. Efficient Results Management System	10%	10%	20%	
	3. Establish Polling Staff Database	0%	0%	11. publish polling station-wise results on ECP website	0%	0%	0%	
	4. EVM Study	100%	100%	15. Enhance access to Election Observers	30%	30%	130%	
	5. Establish permanent polling stations	10%	10%	16. Delimit Constituencies for N.A and PA	0	0	10%	
	6. Explore CCTV monitoring	0%	0%				0%	
	7. Linkage between polling stations and electoral rolls	10%	10%				10%	
	9. Simplify election related forms	10%	10%				10%	
	12. Review guidelines for polling agents	0%	0%				0%	
	13. Examine postal ballot system	0%	0%				0%	
	17. Review Election symbols	70%	70%				70%	
	14. Booklet for candidates	30%	30%				30%	
	Overall Goal Progress		23%	21%		8%	8%	29%

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4. Election Complaints & Disputes Resolution	1. Designate officer to deal with Pre-Poll complaints.	0%	0%	3. Establish Complaint Management Committees	10%	10%	10%
	2. Ensure appropriate legislation for electoral disputes resolution system	50%	50%	4. Put in place a complaint tracking system	30%	30%	80%
Overall Goal Progress		25%	25%		20%	20%	45%
5. Restructuring the ECP	1. Develop and approve the re-organization plan	90%	90%				90%
	2. Organizational restructuring of the ECP	20%	20%				20%
	3. Establish a Legal Unit headed by a Deputy Secretary.	50%	50%				50%
	4. Establish a Training, Research and Evaluation Wing.	75%	75%				75%
	5. Update DG IT to BS 20.	0%	0%				0%
	6. Establish an Electoral Rolls Unit.	10%	10%				10%
	7. Strengthen the Federal Election Academy	50%	50%				50%
Overall Goal Progress		42%	42%				42%
6. Logistics, Infrastructure and Equipment for ECP	1. Conduct a comprehensive need assessment of ECP infrastructure.	50%	50%	2. Construct/Purchase ECP buildings for Field Offices	0%	0%	50%
	7. Replace/purchase vehicles for District offices	50%	50%	3. Construct Housing for ECP staff	0%	0%	50%
	8. Purchase Computers, scanners, printers furniture etc	30%	50%	4. Construct ECP warehouses for Election Material	0%	0%	50%
	10. Review and maintain computer based inventory of Election Supplies.	0%	0%	5. Construct building for ECP Federal Election Academy	0%	0%	0%
	11. Adopt a policy for engaging private vehicles for elections	0%	0%	6. Construct additional space for Court Room at ECP Secretariat.	0%	0%	0%
				9. Develop logistics plan for conducting elections	0%	0%	0%
Overall Goal Progress		26%	30%		0%	0%	30%

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7. Human Resources Compensation	1. Develop a comprehensive HR policy	75%	75%	7. Ensure that eligible women have atleast 10% representation in the ECP jobs.	10%	10%	85%
	2. Review and update HR rules.	50%	50%	8. Ensure that eligible persons with disabilities have atleast 2% representation in the ECP jobs	0%	0%	50%
	3. Prepare TOR/Job Descriptions of each ? position	75%	75%	9. Ensure that eligible minorities have atleast 5 % representation in ECP jobs.	0%	0%	75%
	4. Establish policy for initial appointment of officers in BPS-17	50%	50%				50%
	5. Increase pay structures	0%	0%				0%
	6. Review the existing promotion policy.	30%	30%				30%
	10. Create a pool of former and serving officers.	30%	30%				30%
11. Prepare the ECP officers for the role of DRoS, Ros	50%	50%				50%	
Overall Goal Progress		45%	45%		3%	3%	48%
8. Finance and Budget	1. Ensure Complete financial autonomy.	25%	25%	3. Raise funds for the implementation of the ECP strategic Plan.	20%	20%	45%
	2. Computerized the Budget Wing	0%	0%				0%
	4. Asses and strengthen the current procurment policy	0%	0%				0%
Overall Goal Progress		8%	8%		20%	20%	28%
9. Training, Research and Evaluation	1. Stngthen the Federal Election Academy to make its model training insitution.	50%	50%	2. Build Capacity for all employees through training.	30%	30%	80%
	4. Develop curricula for various training programmes.	50%	50%	3. Conduct Specific workshops for various officials.	30%	30%	80%
	5. Conduct BRIDGE Training for ECP officials	50%	50%	6. Conduct Research on contemporary electoral issues	20%	20%	70%
	9. Develop a pool of resource persons for FEA.	30%	30%	7. Undertake Elecction-related Study Visits	50%	50%	80%
	14. Specialized IT training	30%	30%	8. Monitor and evaluate all programmes and projects.	30%	30%	60%
				10. Train polling officers.	10%	10%	10%
				11. Train political party agnts.	0%	0%	0%
				12. Conduct trainings/briefings for election observers.	0%	0%	0%
				13. Conduct training of Security Personnel.	0%	0%	0%
				15. Conduct IT trainings in country-wide offices.	10%	10%	10%
			16. Cordinate with Donor agencies.	30%	30%	30%	
			17. Cordinate with Training Wing of the Establishment Division.	0%	0%	0%	
Overall Goal Progress		42%	42%		18%	18%	60%

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10. Information Technology	1. Formulate a comprehensive IT policy.	50%	50%	3. Extend the ECP Intranet portal facility.	30%	30%	80%
	2. Strengthen the IT infrastructure at ECP.	30%	30%	7. Introduce a geographical information system.	10%	10%	40%
	4. Re-Design the ECP website	75%	75%				75%
	5. Restructuring the IT directorate.	30%	30%				30%
	6. Establish computerized electoral rolls data centre.	50%	50%				50%
	8. Develop and implement comprehensive information security and private policy.	10%	10%				10%
Overall Goal Progress		41%	41%		20%	20%	61%
11. Public Outreach and Interaction.	4. Establish a permanent Media Centre at the ECP.	0%	0%	1. Increase the level of interaction with Political Parties.	50%	75%	75%
				2. Hold regular consultations with political parties and civil society organization.	30%	50%	50%
				3. Develop and implement media outreach policy and strategy.	0%	10%	10%
				5. Publish and ECP quarterly newsletter.	20%	20%	20%
Overall Goal Progress		0%	0%		25%	39%	39%
12. Political Parties and Candidates	1. Reform Legislation on Political finance	20%	20%	5. Train political party reps & candidates on electoral rolls	0%	0%	20%
	2. Develop regulations and mechanisms.	20%	20%				20%
	3. Publish the financial statements of Parliamentarians on ECP Website.	0%	0%				0%
	4. Strengthen Code of Conduct for parties/ candidates.	30%	50%				50%
	6. Make changes in statement of assets & liabilities Form	30%	30%				30%
Overall Goal Progress		20%	24%		0%	0%	24%
13. Civic and Voter Education.	1. Conduct a baseline survey to determine participation rates of various segments of society	80%	80%	3. Implement civic and voter education strategy.	10%	10%	90%
	2. Develop civic and voter education strategy.	50%	50%	4. Increase the % of voter turnout from 44 to 63 %.	0%	50%	100%
				5. Increase the turnout of female voters.	0%	25%	25%
				6. Increase the turnout of minority voters.	0%	0%	0%
				7. Increase the turnout of persons with disabilities	0%	0%	0%
				8. Minimize election violence thru voter education	0%	0%	0%
				9. Include voter education in schools curricula	0%	0%	0%
				10. Develop youth-specific awareness campaigns.	0%	0%	0%
Overall Goal Progress		65%	65%		1%	11%	76%

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14. Marginalized Groups	1. Support legislation on participation of disabled.	0%	0%	3. Develop awareness materials for participation of the marginalised.	0%	0%	0%
	2. Conduct research on voting participation of disabled	0%	0%				0%
	4. Conduct research on voting participation of women	10%	10%				10%
	5. Develop and implement policies to increase electoral participation of women & marginalised groups	0%	0%				0%
	6. Train ECP officials re participation of disabled voters.	50%	50%				50%
Overall Goal Progress		12%	12%		0%	0%	12%
15. Branding of the ECP	1. Develop a design for Divisional & District Office Buildings	0%	0%	2. Develop and Launch Media Campaign around the vision & Mission of ECP	30%	30%	30%
	3. Develop an ECP branding.	10%	10%				10%
Overall Goal Progress		5%	5%		30%	30%	35%
Total Objectives	77		2980%	45		630%	
Overall Progress		36%	39%		12%	14%	53%

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Appendix D

Progress Report on Implementation of the Five-Year Strategic Plan

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

Following is an update (from May 2010 to February 2012) on the progress made by the ECP in implementing the Strategic Plan:

Goal #1: Legal Framework

Objective	Completion Timelines	Latest Status
#1. Support the revision and reform of the legal framework for the better management of election process	Dec 2010	Law on mandatory national ID card 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 deal with appeals/representations Package of legal reforms sent in 2009 by the ECP is under consideration of the NA's Standing Committee for Law, Justice and Parliamentary Affairs
# 2. Support the unification of different election laws for their easy understanding and use	Dec 2011	The draft of the unified law has been prepared with the help of legal experts engaged by IFES Pakistan. The draft of unified law has been finalized by the Electoral Legal Framework Committee in its last meeting held in November, 2011. Unified law consists of existing five main laws governing election activities and also contains consequential amendments necessitated due to passing of Eighteenth and Nineteenth Amendment to the Constitution as well as some suggested amendments in line with the vision and objectives of the Strategic Plan. Twentieth Amendment will also be incorporated. Once this law is approved / passed, the Committee will undertake consolidation of various
#3. Enhance public understanding of the election law, through the translation and dissemination of election laws in Urdu	Dec 2010	ECP's Electoral Legal Framework Committee proposed that it would be more appropriate if Urdu translation of Election Laws is undertaken only after Unified Election Law is passed by the Parliament.
#4. Develop legally binding regulations to improve the conduct of elections and to implement new legal requirements	Regular	Need-based (Continuous process) Once unified law is adopted there will be need to draft procedures/ regulations in view of the changes introduced

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Goal #2: Registration of Voters and Electoral Rolls

Objective	Completion Timelines	Latest Status
#1. Improve the existing computerised electoral rolls system (CERS)	June 2010	The NADRA verified, updated and augmented Electoral Rolls 2006-07 on the basis of CNIC database. Head of family data collected on a specially designed form for preparing Preliminary Electoral Rolls on the basis of new census blocks.. NADRA prepared Draft Electoral Rolls on the basis of new census blocks, using CNIC as unique identifier of voters. The ECP conducted country-wide door-to-door verification of these rolls. 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 have been printed by NADRA and delivered to the ECP's field offices. The ECP has established more than 50,000 Display Centers across Pakistan for public display of Preliminary Electoral Rolls for inviting Claims, Objections and Applications for Corrections. After incorporating the decisions of the Revising Authorities the Final Electoral Rolls shall be published in May 2012.
#2. Enter into agreement with NADRA for computerised electoral rolls	May 2010	Contract/Agreement between the ECP and NADRA for the revision of electoral rolls signed.
# 3. Pilot project for ECP-NADRA collaboration	June 2010	Pilot project successfully conducted.
#4. Verify, validate, update and augment electoral rolls with NADRA database	Dec 2010	Covered under objective#1 above
# 5. Legislation on mandatory condition of CNIC for voter registration leading to accuracy in the electoral rolls	Sep 2010	The legislation made as mentioned in Goal No. 1
#6. Create infrastructure at the ECP for maintaining voters' data	Dec 2010	The state of the art IT equipment is being procured.
#7. Conduct a study into the engagement of female enumerators with a view to appointing them to better serve the female population	Dec 2010	The ECP Taskforce for the Revision of Electoral Rolls deliberated and recommended not to engage female enumerators because of law and order situation.

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#8. Simplify voter registration forms—amendments	Jul 2010	Forms reviewed and two new forms introduced for house-to-house verification.
#9. Conduct a study into introduction of photographs in the electoral rolls	Nov 2010	The Commission has approved electoral rolls with photographs and thumb impression to be used by the presiding officers. A proposal to amend law for providing photographs and digitized ink thumb impressions of voters on FER has been sent to National Assembly's Standing Committee.
#10. Improve the display of draft electoral rolls and accessibility to voters	Dec 2010	ECP in collaboration with IFES has finalized its strategy for a comprehensive display process during display of Preliminary Electoral Rolls and easy accessibility of voters to facilitate the citizens in filing Claims, Objections and Applications for Corrections. A massive awareness campaign is being launched to ensure maximum participation of voters.
#11. Extension of CERS project to country wide field offices	Dec 2010	Initially CERS will be operationalized at ECP and PEC Offices After necessary infrastructure is in place, CERS will be extended to field offices.
#12. Revise the electoral rolls annually in the month of January each year as required by the Constitution	January each year	For annual revision of electoral rolls, different approaches are being considered by the ECP, in collaboration with IFES and NADRA.

Goal # 3: Election Operations

Objective	Completion Timelines	Latest Status
#1. Identify new buildings and facilities for establishing accessible polling stations. #5. Establish permanent polling stations across the country	Jun 2011	Buildings have been identified to establish permanent polling stations and proposals are being finalized by PECs. A committee has been constituted to review the proposals being made by PECs The recommendations of the Committee shall be placed before the Election Commission for approval. After approval of the Commission, the permanent polling stations shall be notified in the official gazette for information of the general public. Necessary amendment in the law shall also be placed before the Parliamentary Committee for declaring the polling stations as permanent.
#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	The Electoral Legal Framework Committee has suggested an amendment in the Representation of the People Act, 1976, to enable Election Commission to hire temporary election staff during elections. The list of government servants belonging to the provincial and federal governments have been obtained who are now going to be trained as Returning Officers (DROs, ROs and AROs).

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#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	List of government servants obtained. An elaborate database will be developed to maintain the data of well-performing staff. Initially lists of the officers, who are likely to be appointed as DROs and ROs for next general elections, have been obtained. A Plan to train them for their role in elections is ready for implementation from March, 2012.
#4. Conduct feasibility study on the use of electronic voting machines	Jun 2010	Feasibility study report on the use of EVMs (electronic voting machines) has been completed. ECP, with IFES assistance, also arranged an EVM demonstration from international and national vendors and invited political parties and civil society organizations to participate and provide their input to the discussion. Political parties and civil society organizations are in favor of introducing EVMs for conduct of elections in the country. The study covers all relevant aspects for introducing EVMs. ECP has constituted a Committee to plan and conduct Pilot project for introduction of EVM. Final specifications of the EVM prototype have been prepared and placed before the Commission for approval.
6 Explore devising a system for CCTV monitoring of sensitive polling stations	Jun 2010	No work initiated.
#7. Create linkage between polling stations and the computerised electoral rolls database	Dec 2010	This objective will be executed once the Electoral Rolls are finalized and polling stations are declared permanent.
#8. Gradual increase in the number of polling stations for facilitating voters, including the number of polling stations dedicated to female voters	Dec 2012	This objective will be achieved while pursuing objective 1 and 5 of this goal, which deal with setting up new and permanent polling stations.
#9. Simplify all election related forms	Dec 2011	An ECP Committee has looked into various Forms to simplify them. The forms will be placed before the Legal Framework Committee in order to simplify them and if possible reduce their number.
#10. Establish an efficient results management system to compile election results in shortest possible time	Dec 2012	This objective (polling stations level) shall be implemented before the next general elections in collaboration with UNDP.
#11. Publish polling station-wise results on the ECP website immediately after the results are available	Jun 2013	This objective (polling stations level) shall be implemented before the next general elections in collaboration with UNDP.

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# 12. Review the guidelines/code of conduct for polling agents	Dec 2010	The guidelines/code of conduct for polling agents will be reviewed by the Committee constituted for the Code of Conduct
# 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	The postal ballot system will be examined by the Legal Framework Committee. The postal ballot system is being explored for granting right of vote to overseas Pakistanis. No work has been done on the issue of mobile polling stations.
#14. Write and adopt a booklet with information about elections, eligibility and nomination procedures for candidates	Jun 2010	The booklet is ready – waiting finalization of the Code of Conduct which will be added to the booklet
#15. Enhance access for election observers to the electoral process	Dec 2012	ECP's Legal Framework Committee has deliberated on this aspect in the process of unification of election law and overall electoral legal reforms. It will be part of the package to be sent to the Government/Parliamentary Committee on Electoral Reforms by the ECP.
# 16 . Delimit constituencies for National and Provincial Assemblies	Dec 2012	Delimitation is done after each population census. Population census has been delayed due to numerous factors. Re-description of constituencies required due to administrative changes will be completed by the end of first quarter of 2012.
#17. Review the current list of election symbols and improve their quality	Mar 2012	ECP has reviewed the existing list of election symbols. A Summary to the President has been moved to amend relevant Rules thereby deleting some of the existing symbols and adding some new ones. .
#18. Improve quality of voting material	Regular basis	Quality of Voting material has been improved
#19. Enhance security arrangement for polling stations	Regular basis	A District Election Security Committee headed by DRO is being proposed which will comprise representatives of District Administration and other law enforcing agencies which will ensure appropriate security arrangements at the polling stations.

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	This is an administrative arrangement which will be done once the election schedule is announced

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#2. Ensure appropriate legislation for development of electoral disputes resolution system	Jun 2011	The objective is being covered in the legal reform package – under goal#1.
#3. Establish complaint management committees at district level for disposal of complaints	Jun 2012	District level committees will be formed for disposal of pre-poll, polling day and post poll complaints after announcement of election schedule
#4. Put in place a complaint tracking system at district level by using IT	Dec 2012	IT-based complaint tracking system is already in place at the ECP which will be extended to district level.

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	This objective has been achieved
#2. Organisational re-structuring of the Election Commission of Pakistan at the Secretariat as well as Provincial, Divisional and District levels	Apr 2010	As a first step towards the main objective of re-organizing/re-structuring the ECP, CEC has upgraded all positions in BPS-1 to 20 —both in the Secretariat and in the field offices. Some of the posts have been re-designated to make them compatible with changing situations. The officials and officers in the Secretariat and field offices have been upgraded /promoted to next pay scale using the mechanism for upgrading all officials without any discrimination. About 285 new posts of Assistants and Data Entry Operators have been created for the district offices.
#3. Establish a Legal Unit headed by a Deputy Secretary in the ECP to strengthen internal capacity on electoral legislation and the practices	Jul 2010	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 TRE Wing, which are now being filled in.
#4. Establish a Training, Research and Evaluation Wing to be headed by a Joint Secretary	Jul 2010	JS-TRE has been re-designated as JS-LGE and Deputy Secretary (Elections) has been promoted as Additional Director General (Training).
#5. Upgrade DG IT to BS 20 and provide additional posts for IT Directorate, on need basis	Jul 2010	DG (IT) has been promoted in BPS-19. 2 new posts of Director (BPS-18) have been created for IT Wing.
#6. Establish an Electoral Rolls Unit at the ECP Secretariat headed by a Deputy Secretary	Jul 2010	A new post of DS (Electoral Rolls) has been created.

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#7. Strengthen the Federal Election Academy with the provision of permanent staff and management structure	Dec 2011	The trainers – 2 Pakistani nationals - at FEA are being funded by IFES. The ECP has succeeded in getting sanctioned some posts exclusively for training purposes, which also include the post of Additional Director General (Training, Research & Evaluation) and 4 positions for Directors. The process of filling these posts has started.
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Goal # 6: Logistics, Infrastructure and Equipment for Election Commission of Pakistan

Objective	Completion Timelines	Latest Status
# 1 . C o n d u c t a comprehensive need assessment of the ECP's infrastructure, logistics and equipment	Nov 2010	The goal as a whole has made no progress, mainly due to non-availability of funds. Two out of 11 objectives had been set for 2010 – Objective 1 and 11. There are three objectives to be achieved during 2011 (7, 8 & 10). Rest of the objectives are for 2012 (5, 6 & 9) and 2014 (2, 3, & 4). Major funding requirements of the Strategic Plan are related to this goal.
#2. Construct/purchase ECP buildings for housing the field offices, to the extent of resources available	Dec 2014	
#3. Construct housing units for ECP employees	Dec 2014	
#4. Construct ECP warehouses for election materials	Dec 2014	
#5. Construct additional building (space) for the ECP's Federal Election Academy	Dec 2012	
#6. Construct additional space for Court Room at the ECP Secretariat	Dec 2012	
#7. Replace/purchase suitable vehicles for the district offices, divisional offices, Provincial headquarters and ECP Secretariat	Jun 2012	
# 8 . P u r c h a s e computers, scanners, printers, photocopiers, furniture items, etc	Jun 2011	
#9. Develop logistics plans for the conduct of elections	Dec 2012	

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#10. Review and maintain computer-based inventory of electoral supplies and other material and equipment	Mar 2011	
#11. Adopt a policy for engaging private vehicles for the conduct of elections	Dec 2011	

Goal # 7: Human Resources – Staffing and Compensation

Objective	Completion Timelines	Latest Status
#1. Develop a comprehensive HR policy for the ECP	Sep 2010	<p>Working closely with the ECP, IFES has extended its assistance by hiring a human resources expert. Through a comprehensive internal consultative process and review of the existing policies the expert has been able to come up with draft job description of all ECP positions.</p> <p>A detailed HR policy has also been developed.</p> <p>Draft Service Rules 2012 have been prepared and placed before the Election Commission for consideration and approval.</p> <p>1 female Assistant has been appointed in the ECP Secretariat.</p> <p>2 female PROs in BPS 17 have been appointed in Punjab and Balochistan.</p> <p>An Assistant has been appointed in the ECP Secretariat on the minority quota. ECP and IFES are doing an assessment of gender issues with regard to women participation in elections and inclusion of women in the ECP jobs. The assessment will be followed by a strategy to improve women role in electoral processes.</p>
#2. Review and updating of the Election Commission (Officers and Servants) Rules, 1989 to achieve various objectives	Jun 2010	
#3. Prepare Terms of Reference / Job Descriptions for each position in the ECP	Oct 2010	
#4. Establish policy for initial appointment of officers into Basic Pay Scale (BPS)-17 – Election Service of Pakistan	Dec 2010	
#5. Increase pay structures to retain efficient officers through additional allowance	May 2010	
#6. Review the existing promotion policy and introduce a progressive policy, enabling efficient officers to rise within the organisation	Jun 2010	
#7. Ensure that eligible women have at least 10% representation in the ECP jobs	Jun 2013	

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#8. Ensure that eligible persons with disabilities have at least 2% representation in the ECP jobs	Jun 2013	
#9. Ensure that eligible minorities have at least 5% representation in the ECP jobs	Jun 2013	
#10. Create a pool of former and serving officers (people with honesty and integrity) for election related functions	Dec 2010	A pool of former officers is being identified from amongst the officers of the federal and provincial services.
#11. Prepare the ECP officers for the roles of DROs, ROs and AROs and creation of an independent cadre	Dec 2010	19 ECP officers have been trained for the role of DROs/ Ros. 46 ECP officers have been trained as Master Trainers to train about 1200 DROs/ROs. Federal Election Academy is preparing a comprehensive training plan for the training of DROs, ROs and AROs for forthcoming general elections. It is expected that this training will be completed by end of March 2012.

Goal # 8: Finance and Budget

Objective	Completion Timelines	Latest Status
#1. Ensure complete financial autonomy through relevant legislation on the pattern of National Assembly and Senate	Dec 2010	A proposal has been sent to the Prime Minister
#2. Computerize the Budget Wing for easy operation and effective controls	Jun 2011	This objective is linked with the procurement of IT equipment
#3. Raise funds for the implementation of the Strategic Plan	2010-2014	Government of Pakistan is providing funds. The Commission also welcomes technical assistance and support from the IFES, UNDP and others for implementation of Strategic Plan
#4. Assess and strengthen the current procurement policy (Supplies)	Jun 2010	Election Commission follows Public Procurement Regularity Authority Rules for procurement of all supplies.

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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	<p>Four positions for the FEA have been sanctioned and the ECP has started recruitment process with issuance of a newspaper advertisement. The positions include – an Additional Director General and 4 Directors.</p> <p>The Government has been requested to allot a plot of one acre in H-10 Sector for construction of a full fledged academy.</p> <p>Meanwhile, buildings are being rented out to meet the requirement.</p> <p>A floor has been earmarked in the additional block being constructed.</p> <p>IFES continues to provide a two training specialists to FEA as part of its training and capacity building assistance to the ECP.</p>
#2. Build capacity of all employees through continuous training	Dec 2014	<p>409 ECP Officers – Deputy Election Commissioners, Assistant Election Commissioners, Election Officers, Section Officers, and Superintendents - were given various trainings as part of capacity building efforts. The areas of training include:</p> <p>Election laws and procedures</p>
#3. Conduct specific programmes, courses, workshops for various officials	Dec 2014	<p>Communication skills</p> <p>Presentation skills</p> <p>Office procedures</p> <p>Training techniques</p> <p>Financial management</p> <p>Team building</p> <p>Roles and Responsibilities as DRO/RO</p> <p>Time management</p> <p>Work ethics and behaviors</p> <p>Electoral rolls verification through ECP-NADRA collaboration</p> <p>Dealing with stakeholders</p> <p>Administration Management</p> <p>5210 Presiding Officers and Polling Staff trained through cascade training methodology during bye-elections. Thirty ECP officers (DECs, AECs) were trained as Master Trainers who trained the presiding officers and polling officers for bye-elections.</p> <p>152 ECP officers were trained as Lead Trainers for the roll-out of Supervisors and Verifying Officials training for door to door Electoral Rolls revision 2011.</p> <p>2,295 Registration Officers were trained as Master Trainers by 152 ECP Lead Trainers for the roll-out of Supervisors and Verifying Officials training before door to door electoral roll revision.</p> <p>166,994 Verifying staff (including 125,533 Verifying Officers and 41,461 Supervisors) was trained by Master Trainers for door to door Electoral Roll Revision 2011.</p> <p>A plan is being implemented to provide orientation to over 600 officers for districts to function as Revising Authorities during electoral rolls display process. IFES is helping the ECP in doing this.</p> <p>46 ECP officers have been trained as Master Trainers for the roll out of DROs/ROs/ARO training.</p> <p>26 ECP officers have been trained for the conduct of Senate Elections.</p>

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#4. Develop curricula for various training programmes	Dec 2011	<p>A variety of training material was produced/ revised including 6 different kinds of training manuals, 3 kinds of Resource Guides for Resource Persons / Trainers and 11 kinds of Handbooks for various ECP officials. The manuals and handbooks include:</p> <p>Trainer's manual for Capacity Building Training of AECs Facilitators notes for training of ECP Officers for role of DRO, RO Trainer's manual for Training of Master Trainers for Roll-out of Presiding Officers Training Master Trainer's Manual for Presiding Officers Training Trainers Manual for Polling staff Training Handbook for Election Officers training Handbook for District Returning Officers (Revised) Handbook for Returning and Assistant Returning Officers (Revised) Handbook for Presiding officers (Revised) Handbook for Polling staff (Revised) Handbook for ECP officials training (at Provincial HQ) Guidelines for Verifying Officials for ER Verification 2010 (Door to door verification following ECP-NADRA collaboration) Introduction to Information Technology & Microsoft Office 2003. Booklet on "Tips for Conducting Effective Trainings" Trainers Manual for the Training of Verifying officials for Electoral Roll revision Resource guide for AECs training Resource Guide for DROs/ROs training Resource Guide for Election Officers Training Guidelines for the Display Center In-charge Guidelines for the Revising Authorities</p>
#5. Conduct Building Resources in Democracy, Governance and Elections (BRIDGE) training for ECP officials	Dec 2011	<p>13 Trainings have taken place in which 285 ECP Officers have been trained.</p> <p>Subject to availability of funds IFES and UNDP will assist the ECP in conducting BRIDGE training events for the ECP officers.</p>
#6. Conduct research on contemporary electoral issues for providing input to ECP policy making processes	Dec 2014	<p>With IFES assistance a few activities have been undertaken:</p> <p>National workshop on political finance First past the post versus various versions of proportional representation system Finalization of technical specifications for electronic voting machines</p>
#7. Undertake election-related study visits and trainings abroad	Dec 2014	<p>An ECP delegation visited Belgium to participate in a conference on elections/ technology and use of electronic voting machines in France and Belgium. CEC and Secretary ECP participated in the SAARC forum of Election Management Bodies in Bangladesh. Participation of ECP Officers in two events in India – Hyderabad and Delhi. 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.</p>

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#8. Monitor and evaluate all programmes and projects	Dec 2014	This matrix is part of the progress monitoring of the implementation of the Strategic Plan. It is shared with all the wings. Secretary ECP himself regularly seeks updates and review progress. While the ECP is slow on some objectives, there are others which have been achieved much before the completion date.
#9. Develop a pool of Resource Persons/Trainers for FEA	Dec 2011	30 Deputy Election Commissioners and Assistant Commissioners trained as Master Trainers for the training of polling staff. 19 DECs and AECs have been trained in the role of DROs/ROs. They are the future resource persons for the ECP – building in-house capacity of the ECP. 46 ECP officers have been trained as Master Trainers for the roll-out of DROs/ROs training for the next General Elections. 152 Officers (AECs/DECs) were trained as Lead Trainers for roll out of Verifying Officials Training who in turn trained 2295 Master Trainers across country for the Electoral Rolls revision 2011 exercise. Planning is underway for training of 35 ECP officers in the conduct of election to Senate of Pakistan – based on Single Transferable Vote system. IFES and ECP officers are working on this together.
#10. Train polling officials for the next election, and include election related training in teachers' training curriculum/programmes	Dec 2012	First pilot of the cascade training was conducted in four constituencies. Keeping in view the learning from the pilot project, a national level cascade training model will be adopted for next General Elections. No progress on the inclusion of subject of election in teachers' training manual. The matter was discussed in a day-long brainstorming session at the ECP on 1 Dec 2011 and later in a follow up review meeting held on 9 January. With IFES and UNDP assistance the ECP plans to train polling officials before the next general elections. Nevertheless, this depends on availability of funds.
#11. Train political party agents	Dec 2012	It about time to start deliberation on this and draw a plan. FEA may be asked to do this. The number of these agents huge – and can be nearly 1.5 million across the country. It is thus imperative that FEA looks at goal #12, objective #5 (train political party representatives) and train a selected group of political party representatives who could take up guiding their respective agents on their role in elections.
#12. Conduct trainings/briefings of election observers and media	Dec 2012	The objective is related to the next general elections – and such briefings will be organized at an appropriate time.
#13. Conduct training of security personnel	Dec 2012	This is another important area which requires FEA's attention. ECP may devise guidelines for security personnel assigned to election duty and hand it over respective district police authorities.
#14. Specialised IT training from authorised training centres abroad	Dec 2011	The DG (IT) developed a plan "Training Required for ECP's IT Professionals". ECP will ensure to implement this training plan and seek external assistance where necessary.
#15. Conduct IT skills training for officers and staff covering country-wide offices	Jun 2012	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	A donor meeting was held at the ECP Secretariat in order muster support/funds for the Strategic Plan. USAID's commitment of USD 35 million could not be materialized. IFES and UNDP are trying to muster donor assistance in support of the ECP strategic plan, electoral

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#17. Coordinate with Training Wing of the Establishment Division and other training institutes in the country for training of ECP officials	Dec 2014	
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Goal # 10: Information Technology

Objective	Completion Timelines	Latest Status
# 1. Formulate a comprehensive IT policy for the ECP	Dec 2010	The draft IT Policy of the ECP was prepared by the IT Wing in collaboration with IFES in January 2011. The draft IT Policy was sent to Ministry of IT, NTISB and NADRA to solicit their comments. The reply/feedback is still awaited.
#2. Strengthen the IT infrastructure at ECP offices across the country by computerising field offices and installing electronic communication	Dec 2011	The two objectives are connected with the procurement of requisite IT equipment to strengthen the IT infrastructure in the ECP offices across the country
#3. Extend the ECP Intranet portal facility to all field offices	Jun 2012	
#4. Redesign the ECP website	Dec 2011	ECP has designed the new website which is operational since January 2010
#5. Restructuring the IT Directorate at the ECP Secretariat and IT set up in the PEC Offices	Dec 2010	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	A state-of-the-art data center will be established with the assistance from UNDP
# 7 . Introduce a geographical information system to support the entire election process	Dec 2013	The GIS Committee comprising ECP and IFES experts was established to conduct Feasibility Study to explore and recommend possible GIS applications for the ECP, particularly the delimitation of constituencies. The GIS committee report has been finalized. A presentation will be made to the Election Commission The ECP has yet to initiate GIS Pilot Project and establish GIS Lab which is linked with Goal # 2.
# 8 . Develop and implement comprehensive information security and privacy policy	Jun 2011	Three ECP's IT professionals have been trained in "Information Security and Risk Management" at Dubai with the assistance of IFES. This training will be 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 which will be placed before the Election Commission for consideration and approval.

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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	The ECP has established two formal forums for interaction/consultation – Political Party Consultative Forum; Civil Society Consultative Forum. The two forums have been consulted on Strategic Plan and the use of Electronic Voting Machine for elections in Pakistan. 5 Consultative meetings with political parties and other stakeholders on special initiatives taken by ECP have been held during the last 2 years - on the 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	
# 3. Develop and implement media outreach policy and strategy	Dec 2014	ECP has proactively engaged the media with regard to its activities and also sought their input on Code of Conduct for Media.
# 4. Establish a permanent Media Centre at the ECP	Dec 2011	This part of the IFES future assistance to the ECP. Work on this will start after March 2012.
#5. Publish an ECP quarterly Newsletter	Dec 2012	ECP with IFES assistance developed a design of the newsletter. The first such edition shall be issued by the end of first quarter 2012.

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	ECP organized a National Workshop on Political Finance in November, 2010, which was attended by the senior management of the ECP, representatives of major political parties and civil society organizations and other national and international stakeholders. An international expert on political finance conducted the Workshop and made keynote presentation. There was consensus that basic reforms are required to contain role of money in electioneering. A report on the Workshop findings has been prepared and shared with all stakeholders.
#2. Develop regulations, mechanisms and procedures to implement legislative requirements concerning political finance	Dec 2011	The Electoral Legal Framework Committee of ECP is considering different proposals to make appropriate legal amendments for the implementation of main recommendations of political finance workshop. ECP is setting up a political finance unit at its secretariat headed by Financial Analyst for which necessary posts have been sanctioned. IFES is assisting the ECP in the development of the TOR for this unit.

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#3. Publish the financial statements of parliamentarians and political parties on the ECP website	Oct 2010	The meetings have been held with the Federal Board of Revenue and Auditor General of Pakistan. A roadmap has been prepared to move forward.
#4. Strengthen the Code of Conduct for the political parties and contesting candidates	Jun 2011	ECP with IFES assistance has developed Codes of Conduct for various stakeholders including –political parties, election observers, media, polling personnel, and security personnel. The drafts have been finalized by the Code of Conduct Committee. Consultations have been held with Political Parties, Civil Society and Media. Their formal comments are awaited. After receipt of comments from the concerned quarters, the same shall be placed before the Election Commission for consideration and approval.
#5. Train political party representatives and candidates on their electoral roles and	Nov 2012	ECP will soon start work on this. Political parties' consultative forum will also be used for this purpose. This will contribute towards strengthening a more responsible political and electoral culture in Pakistan.
#6. Make necessary changes in the existing Statement of Assets and Liabilities to make it simple and meaningful	Nov 2011	The meetings have been held with the Federal Board of Revenue and Auditor General of Pakistan. A roadmap has been prepared to move forward.

Goal # 13: Civic and Voter Education

Objective	Completion Timelines	Latest Status
#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	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	May 2010	The ECP with IFES assistance identified and inducted a national consultant to oversee the survey and start work on the national strategy on voter participation. An international expert from Australia was hired by IFES to help develop the strategy. Through stakeholder consultations the strategy was finalized and presented to the ECP management. It is being currently reviewed by the ECP.

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#3. Implement civic and voter education strategy, in collaboration with civil society partners and others	Dec 2010	In consultation with the ECP, IFES presented a district-based national voter outreach plan which was agreed by the Commission and the Secretary. However, no formal approval was granted. This intervention has the potential to revolutionize engagement of stakeholders at district level and increase voter turnout.
# 4. Increase the percentage of voter turnout from 44% (2008 Elections) to 63% of registered voters in 2013	Jun 2013	All these objectives will be the outcome of the voter education campaign plus other management, operational and administrative arrangements to be made by the ECP leading to the next general elections.
#5. Increase the turnout of female voters	Jun 2013	
#6. Increase the turnout of minority voters	Jun 2013	
#7. Increase the number of persons with disabilities to vote in the elections	Jun 2013	
# 8. Minimise the incidents of violence during elections through voter education	Jun 2013	
#9. Include voter education in the curricula at secondary/intermediate level in Pakistan Studies	Jun 2013	This objective will be taken up with federal and provincial governments in due course of time.
#10. Develop youth specific awareness campaigns to engage them in electoral matters	Jun 2013	Youth segment of the society is one of the important components of the national voter education strategy. The objective will be covered under objectives 1, 2 and 3 above. UNDP, as part of their assistance to the ECP plans to cover youth segment of society – to increase their participation.

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

Objective	Completion Timelines	Latest Status
# 1. Support the development and adoption of legislation on the participation of persons with disabilities in the electoral process	Dec 2010	To facilitate the disabled persons on the polling day, special SOP will be developed at an appropriate time.
#2. Conduct research on voting participation of persons with disabilities to understand the issue in depth and formulate relevant policies	Sep 2010	Some officers of ECP have been oriented about the treatment of persons with disabilities to understand the issue in depth by IFES who are now formulating specific proposals. The research will be carried out in the month of April-May, 2012.

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#3. Develop awareness materials highlighting the importance of the vote of every person, specifically targeting marginalised groups	Dec 2010	To be covered under national survey on voter participation and subsequent voter education strategy.
#4. Conduct research on voting participation of women to formulate relevant policies	Jul 2011	ECP and IFES are in the process of conducting a gender assessment with focus on women in the ECP and women participation as voters. The assessment will be finalized in the first week of March, 2012 and a strategic framework will be developed immediately afterwards.
# 5. Develop and implement policies and registration and voting procedures to increase electoral participation of women and marginalised groups	Dec 2010	Gender assessment and gender strategy to help achieve this objective.
#6. Train ECP officials with respect to participation of persons with disabilities in the electoral processes	Dec 2011	Six trainings have been conducted for ECP officials (2 for District Election Commissioners and 4 for Election Officers and Assistant Directors) in which 111 officials (33 DECs and 66 EOs and 12 Assistant Directors) participated - "Disability Equality i.e. inclusion of persons with disabilities in electoral process" at FEA.

Goal # 15: Branding of the Election Commission of Pakistan

Objective	Completion Timelines	Latest Status
Goal # 15: Branding of the Election Commission of Pakistan	Dec 2010	New designs were developed and presented in a meeting at the ECP. Comments were received and incorporated in the designs
#2. Develop and launch a media campaign around the vision and mission of the ECP	Dec 2014	It has already started with launching of the Strategic Plan.
#3. Develop an ECP branding using specific colour combinations for all items it uses	Dec 2010	New designs were developed and presented in a meeting at the ECP. Comments were received and incorporated in the designs.



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