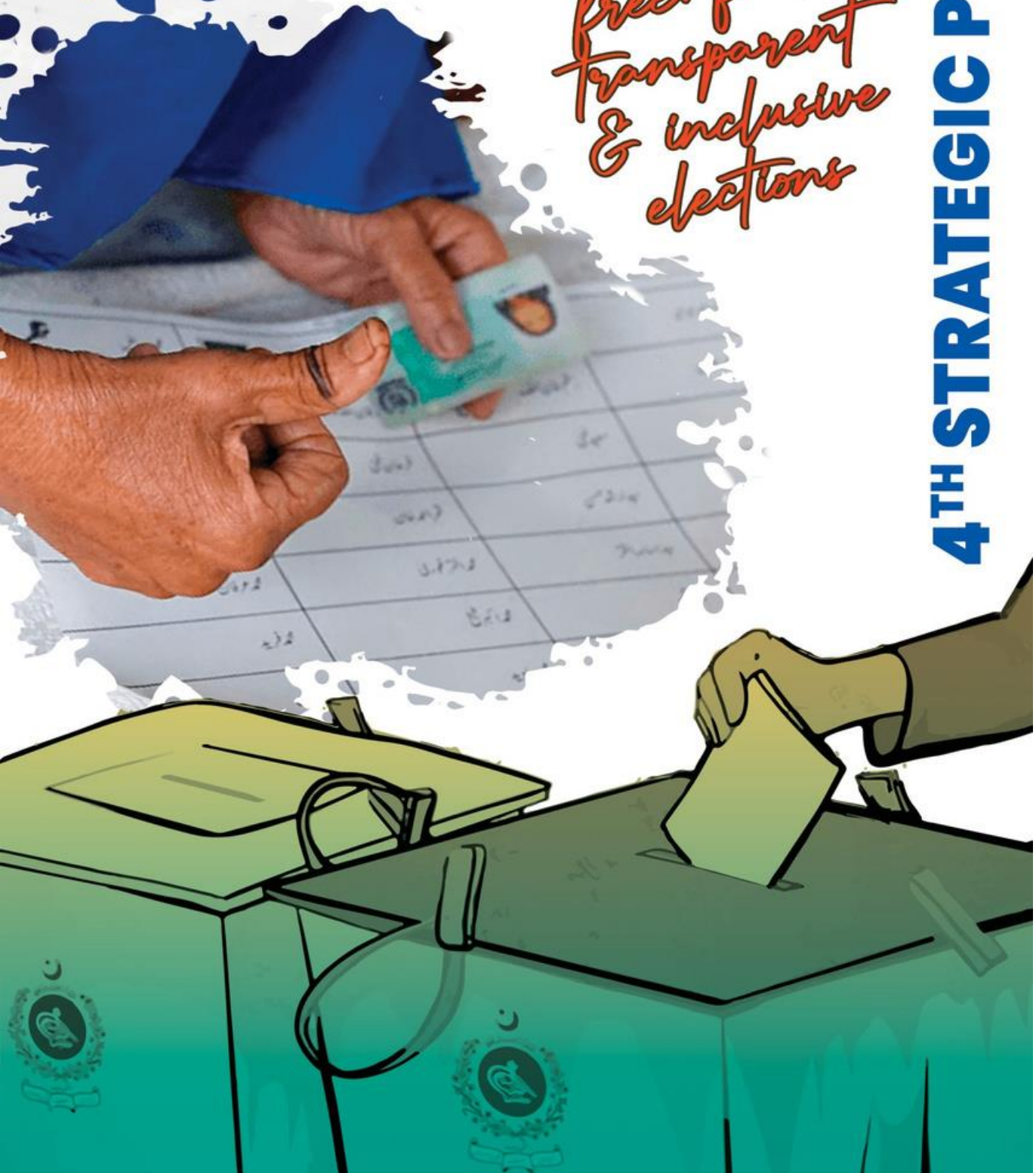**Election Commission of Pakistan**

2025 - 2029

free, fair, transparent & inclusive elections

4TH STRATEGIC PLAN

4th Strategic Plan
2025 - 2029

Contents

Abbreviations

AI	Artificial Intelligence
BRIDGE	Building Resource in Democracy, Governance and Elections
CERS	Computerized Electoral Rolls System
CMS	Complaint Management System
CSO	Civil Society Organization
DEC	District Election Commissioner
DRO	District Returning Officer
DVEC	District Voter Education Committee
ECP	Election Commission of Pakistan
EMCC	Election Monitoring and Control Centre
EMS	Election Management System
ERP	Enterprise Resource Planning
FCU	Fact Checking Unit
GDEWG	Gender and Disability Electoral Working Group
GMSIF	Gender Mainstreaming and Social Inclusion Framework
GSI	Gender and Social Inclusion
HEC	Higher Education Commission
HRMS	Human Resource Management System
IFES	International Foundation for Electoral Systems
IMS	Inventory Management System
KPIs	Key Performance Indicators
LG	Local Government
M&E	Monitoring and Evaluation
MCR	Monitoring Control Room
MoU	Memorandum of Understanding
NADRA	National Database and Registration Authority
ORS	Online Recruitment System
PEC	Provincial Election Commissioner
PF	Political Finance
PFM	Public Financial Management
PILDAT	Pakistan Institute of Legislative Development and Transparency
PMCC	Provincial Monitoring Control Centre
PSDP	Public Sector Development Programme
RADC	Research and Development Centre
REC	Regional Election Commissioner
RO	Returning Officer
SWOT	Strengths, Weaknesses, Opportunities and Threats

CHIEF ELECTION COMMISSIONER OF PAKISTAN

With a profound sense of responsibility and commitment, Election Commission of Pakistan (ECP) presents its 4th Five-Year Strategic Plan for the period of 2025 to 2029. This Plan outlines the vision and roadmap for the next five years. It is built upon the foundation laid by Commission's previous strategic plans where ECP remained dedicated to strengthening the democratic process in Pakistan.

ECP as an organization believes in continuous growth and learning. This 4th Strategic Plan is the result of careful reflection and analysis. ECP has extracted valuable lessons from its experiences, particularly the General Elections 2024. The insights gained from the comprehensive post-election review are a key part of this Plan.

Over the years, ECP has undertaken several special initiatives to improve the electoral process. I am proud to state that ECP successfully conducted the General Elections in February, 2024. For this gigantic task, more than ninety thousand polling stations were established to provide opportunity to around 132 million voters to exercise their right to vote. More than one million election officials were trained and deployed to manage election activities. I am pleased with ECP's efforts for making elections more inclusive. Multiple interventions for voter registration and awareness campaigns resulted in a significant reduction in the gender gap among voters. ECP is also embracing technology to enhance efficiency and transparency. The Election Management System (EMS) and the Complaint Management System (CMS) are examples of this commitment.

The legal framework for elections has great significance. ECP provided invaluable input for the amendments in Elections Act, 2017. These amendments introduced several changes. However, ECP believes that some areas still require further improvement to refine the electoral system. This Strategic Plan will guide to address these aspects and advocate for necessary reforms.

This Strategic Plan is a roadmap to build a more transparent and trustworthy electoral system. The primary goal of ECP is to ensure that every election is free, fair, and credible and conducted in accordance with law, upholding the democratic rights of the citizens of Pakistan. To achieve these goals, the assistance and cooperation of all stakeholders is a pre-requisite and ECP shall continue to engage with political parties, civil society organizations, the media, and the people of Pakistan.

I am confident in the dedication and professionalism of the officers and staff of ECP. Their hard work is crucial for implementing this Strategic Plan effectively. We also acknowledge the support from all our stakeholders. Election Commission of Pakistan is fully committed to its constitutional duties. We look forward to working together with all stakeholders to further strengthen democracy in our country. This Plan will streamline efforts towards that important goal.

Mr. Sikandar Sultan Raja
Hon'ble Chief Election Commissioner of Pakistan

SECRETARY ELECTION COMMISSION OF PAKISTAN

Election Commission of Pakistan remains steadfast in its commitment to strengthen the democratic foundations of the nation. We present ECP's 4th Five-Year Strategic Plan covering the period 2025-2029 with a sense of purpose and dedication. This Plan is a roadmap for guiding efforts to improve the electoral processes in Pakistan.

Building upon the experiences and successes of previous strategic plans, ECP continues its journey of institutional development. The successful conduct of the General Elections in February 2024 was a significant event for Pakistan's democracy. ECP conducted these elections effectively ensuring transparency and peace throughout the process. A key achievement is the historic reduction in the gender gap in voter registration from 11.7% to 7.8%. This highlights our commitment to inclusivity. The detailed Post-Election Review conducted after the General Elections 2024 provided valuable insights. These insights have been helpful in shaping the priorities of this new Strategic Plan.

The development of the Strategic Plan 2025-2029 was a comprehensive and participatory effort. To prepare this Plan, we undertook several important activities. These include a thorough review of relevant documents, lessons learnt from past plans and international best practices. Extensive multi-tiered consultations were a cornerstone of this process. These involved ECP staff members from the Secretariat, provincial headquarters and field offices. Furthermore, a detailed SWOT analysis was a critical activity. This analysis helped us to clearly identify our institutional strengths and weaknesses as well as external opportunities and potential threats. These activities ensured that our strategic objectives are realistic, well-grounded and responsive to the evolving electoral landscape.

This 4th Strategic Plan outlines our vision, mission and strategic goals for the next five years. It details the actions we will take to further improve election management. We will focus on enhancing transparency, efficiency and public trust in the electoral system. This Strategic Plan emphasizes the adoption of modern technologies to streamline our processes. It also stresses the importance of voter education and ensuring the participation of all segments of society in the electoral processes.

I wish to extend my sincere appreciation to everyone involved in the formulation of this Strategic Plan. The dedication of ECP staff has been crucial. I thank the members of the Strategic Planning Core Group for their tireless work and commitment to this important task. We are also grateful for the constructive feedback and support received from all stakeholders.

Election Commission of Pakistan is fully committed to the effective implementation of this Strategic Plan. We believe it will guide us in delivering elections that are free, fair, transparent and credible. We look forward to the continued cooperation of all citizens, political parties and civil society organizations. Together we can further strengthen democracy in Pakistan.

Mr. Omar Hamid Khan
Secretary, Election Commissioner of Pakistan

ORGANIZATIONAL PROFILE

Election Commission of Pakistan stands as the cornerstone of the nation's democratic framework. It is a permanent, independent and autonomous constitutional body mandated to organize and conduct honest, just and fair elections in the country. The establishment and functions of ECP are securely anchored in the Constitution of the Islamic Republic of Pakistan which grants it the authority and operational independence necessary to fulfill its constitutional role. ECP's primary responsibility is to safeguard the democratic rights of the people of Pakistan to choose their elected representatives through a credible process that upholds public trust.

The constitutional mandate of ECP is extensive and clearly defined. Article 218(3) of the Constitution charges the Commission with the primary duty "to organize and conduct the election and to make such arrangements as are necessary to ensure that the election is conducted honestly, justly, fairly and in accordance with law and that corrupt practices are guarded against". This mandate is the guiding principle for all ECP activities. It requires the Commission not only to manage the logistical aspects of an election but also create an environment where all political parties and candidates have a level playing field and in which the integrity of the electoral processes is protected from any illegal or corrupt practice.

The structure of ECP is designed to reflect the federal character of Pakistan and to ensure its operational reach across the country. The Commission itself comprises the Chief Election Commissioner, who serves as its chairperson and four Members, one from each of the four provinces. This composition ensures that diverse regional perspectives are represented at the highest level of electoral decision-making.

The administrative and operational functions of ECP are carried out by ECP Secretariat located in Islamabad. The Secretariat acts as the nerve center for all planning, coordination and implementation activities. It is organized into various wings and directorates, each specializing in a different aspect of electoral management.

To execute its mandate on the ground ECP operates a well-established hierarchy of provincial and field offices. Four Provincial Election Commissioners (PECs), headquarters one each in the four provinces, are serving as the primary link between the Secretariat and field formation. Under the provincial level a network of Regional Election Commissioners and District Election Commissioners (DECs) manage electoral activities in their respective jurisdictions. This extensive institutional footprint ensures that ECP can effectively manage the immense logistical and administrative challenges while conducting nationwide elections.

VISION

To build public confidence by delivering credible and inclusive elections with unwavering commitment to transparency and integrity for a democratic Pakistan

Organizing and conducting free, fair and inclusive elections through optimum utilization of resources, technological advancements and best practices

MISSION

GUIDING PRINCIPLES

Independence & Impartiality, Integrity & Accountability, Technological Innovation & Digital Transformation, Transparency, Openness & Right to Information, Operational Excellence & Capacity Building, Stakeholder Engagement & Inclusiveness, Security & Risk Mitigation

Strategic Pillars

1. Legal Framework

2. Election Operations

3. Organizational Growth

4. Budget, Finance and Procurement

5. Voter Enrollment

6. Information and Electoral Technologies

7. Electoral Research and Analysis

8. Gender Mainstreaming and Social Inclusion

9. Monitoring and Evaluation

10. Media Management and Public Outreach

11. Parties' Enlistment and Political Finance

01.

Introduction to Strategic Plan 2025 - 2029

1 Introduction to Strategic Plan 2025–2029

ECP has a history of introducing progressive reforms. These reforms are driven by a commitment to improve the electoral processes through structured planning. ECP's journey in strategic planning began after the General Elections, 2008. Post-election reviews and leadership initiatives identified the need for a formal planning system. This led to the creation of ECP's first Strategic Plan (2010-2014). This inaugural plan was a foundational step. It focused on building ECP's internal capacity and institutionalizing a forward-looking approach to electoral management.

Building on these foundations, the second Strategic Plan (2014-2018) marked a significant expansion in scope and ambition. It represented a quantum leap forward by focusing on comprehensive reforms across the electoral cycle. The second plan guided ECP through a dynamic period that included a number of bye-elections and local government elections. It concentrated on strengthening the legal framework, improving voter registration processes and piloting new technologies. Importantly, this Plan fostered a more robust engagement with stakeholders, including political parties and civil society, thus creating the collaborative environment necessary for the landmark legal reforms.

The third Strategic Plan (2019-2023) was formulated to navigate the transformative landscape created by the enactment of the historic Elections Act, 2017. This Plan was a critical instrument for translating the comprehensive new law into tangible operational reality. The third plan represented a major step forward in ECP's strategic maturity, focusing on the systemic implementation of these far-reaching reforms. Its most significant achievements include:

- The plan successfully guided improvements in rules and the development of new regulations and operational procedures required to enforce the new electoral laws, ensuring its consistent application across the country.

- It drove the large-scale integration and institutionalization of key technologies. This included the deployment of an Election Management System (EMS) for results tabulation, a modern Complaint Management System (CMS) for grievance redressal and a state-of-the-art Election Monitoring and Control Centre (EMCC).

- The plan prioritized measures to make the electoral processes more open and accountable. This involved proactively sharing information with the public and media establishing dedicated facilitation centers and ensuring greater transparency in all phases of the election cycle.

- A significant success of the third plan was its focused effort on reducing the gender gap in the electoral rolls. Targeted campaigns and initiatives led to a historic increase in the registration of women voters making the electoral process more representative.

- The plan led to the creation of a dedicated Political Finance Wing and the digitization of asset declarations submitted by parliamentarians, enhancing ECP's capacity to monitor and enforce laws related to campaign spending and party funding.

In the spirit of these progressive reforms and building on the achievements of the past, ECP now embarks on its 4th Strategic Plan for the period of 2025-2029. The development of this Plan marks another level of strategic maturity for the Commission. Its formulation was calibratedly sequenced to begin after the conclusion of the General Elections held in February 2024. This strategic alignment of the planning cycle with the national election cycle is a conscious decision. It ensures that the plan is not a theoretical exercise but a direct and practical response to the lessons learned from the immense undertaking of a nationwide election.

The cornerstone of this Plan's development was a meticulous and comprehensive Post-Election Review. The findings of this review, published in ECP's Annual Report 2024, provided the critical evidence base for identifying institutional strengths, weaknesses and areas for future focus. The entire planning process was driven by this data-centric approach, involving extensive internal consultations and workshops, where ECP officers and staff conducted a thorough SWOT analysis to shape the strategic pillars and goals outlined in this document. This ensures the 4th Strategic Plan is firmly rooted in real-world operational experience and institutional learning.

This 4th Strategic Plan is designed to consolidate past gains and decisively address emerging challenges. Based on extensive internal analysis and the Post-Election Review, the Plan intends to achieve the following:

- Strengthen the regulatory and legal framework to ensure clarity, consistency and fairness.
- Enhance the institutional capacity of ECP through targeted professional development and infrastructural improvement.
- Improve the operational efficiency and transparency of all electoral processes, from voter registration to result management.
- Leverage information technology to further secure electoral processes, enhance data integrity and improve public access to information.
- Ensure deeper social inclusion by systematically removing barriers for women, youth, minorities, persons with disabilities and other marginalized groups.
- Build public trust through proactive and strategic public outreach to provide credible information and effectively counter misinformation.
- Streamline and strengthen the systems of political finance oversight and effective election disputes resolution.

The development and future implementation of this Plan are guided by key principles that ECP has internalized through strategic planning over more than a decade.

A Commitment to Evolutionary Planning

ECP recognizes that strategic planning is not a static one-time event but a dynamic and evolutionary process. It is a continuous cycle of planning actions, review and adaptation. Each strategic plan is an evolution of the last Plan incorporating lessons learned and responding to new realities. This approach allows ECP to remain agile and effective in a constantly changing political and technological environment.

The Principle of Internal Stakeholder Ownership

A plan is only as strong as the commitment of those who must implement it. This 4th Strategic Plan was forged through a deeply collaborative and inclusive internal process. Workshops, detailed review sessions and working groups involved ECP leadership and staff from all wings

and from both the central and provincial levels. This bottom-up approach ensures that the plan is not only realistic and relevant but is also fully owned by the ECP team, making its successful implementation as a shared objective.

Integrating Global Standards with Local Realities

To maintain its forward momentum, ECP is committed to learning from the global community of election management bodies and institutions possessing electoral knowledge and expertise. This Plan is informed by international standards and best practices in electoral administration. ECP ensures that all innovations and reforms are carefully tailored to Pakistan's unique legal, political and social context. This principle allows ECP to integrate global excellence while ensuring that all solutions are practical, sustainable and locally resonant.

From Strategy to Action: The Imperative of Operationalization

A high-level strategy document must be translated into concrete action to have an impact. ECP will ensure that this Strategic Plan is fully operationalized forthwith. Each strategic goal has been broken down into specific measurable activities for each wing and branch. These operational plans will clearly define tasks, timelines, responsibilities and resource requirements, providing a clear path from strategic vision to day-to-day work.

Ensuring Accountability through Measurable Goals

To track progress and ensure accountability the goals within this Plan have been designed to be as clear and measurable as possible. ECP will develop and implement a robust Monitoring and Evaluation (M&E) framework, which will include specific Key Performance Indicators (KPIs) for each strategic action. This M&E system will enable ECP to objectively assess its performance, identify implementation bottlenecks in real-time and make informed decisions to keep the Plan on track.

Dedicated Oversight for Effective Implementation

Effective implementation requires dedicated and focused oversight. ECP will establish a high-level Strategic Plan Monitoring Committee tasked with supervising the overall implementation of this Plan. This Committee will be responsible for ensuring coordination across all wings, monitoring progress against the M&E framework, resolving implementation challenges and providing regular progress reports to the Commission. This dedicated mechanism will ensure that the Strategic Plan remains a top priority and is implemented effectively and efficiently.

02.

Strategic Planning Process

2 Strategic Planning Process

2.1. Approach to Strategic Planning

Election Commission of Pakistan believes in continuous institutional growth. The approach to strategic planning is not a one-time exercise. It is a constant cycle of planning, action and learning. Each strategic plan builds upon the successes and lessons learnt of the one before it. This process allows ECP to adapt to new challenges and consistently improve its ability to serve the democratic process in Pakistan.

The development of this 4th Strategic Plan (2025-2029) was a calibrated and structured effort. It was driven entirely by ECP's own leadership and staff by adopting the strategic planning toolkits such as the "Strategic Planning for Effective Electoral Management" Guide developed by International Foundation for Electoral Systems (IFES) and the Building Resource in Democracy, Governance and Elections (BRIDGE) module on "Strategic Planning and Electoral Management". The process was designed to be evidence-based, consultative and internally owned. This ensures that the final plan is not just an official document, but a practical roadmap that has the full commitment of the people responsible for its success. The following sections describe the step-by-step process undertaken to develop this Plan:

2.1.1. Setting the Stage

The journey to create the 4th Strategic Plan began with a formal decision by the Honorable Commission. A Strategic Planning Committee was established, comprising senior officers of ECP. This Committee was tasked with providing overall vision and high-level guidance for the development of the plan.

To support the Committee and manage the detailed work, a Core Group of dedicated officers was also formed. The Core Group was responsible for the day-to-day tasks of research, analysis, drafting and coordination with all relevant wings within ECP. The first official step was a preparatory meeting where the Honorable Chief Election Commissioner provided a

clear direction. He emphasized that the new plan must be based on a thorough analysis of past performance and must set realistic and achievable goals for the future.

2.1.2. Foundational Review: Learning from Experience

The foundation of any good strategy is a clear understanding of past performance. Before looking to the future, ECP conducted a detailed review of its own work. The single most important source for this exercise was the Post-Election Review of the General Elections 2024, published as Part II of ECP's Annual Report 2024. This comprehensive review provided a deep and honest analysis of every phase of the election cycle. It identified key achievements, challenges and areas for improvement based on factual data and direct operational experience.

This internal review was a critical part of strategic planning process. It allowed us to base our strategic thinking on solid evidence. It ensured that the goals and priorities of this new Plan are a direct response to the real lessons learned during the country's largest democratic exercise.

2.1.3. Review of 3ʳᵈ Strategic Plan

Following the Post-Election Review, another important analytical step was undertaken to assess the performance of the preceding strategic plan itself. To accomplish this, a dedicated two-day workshop was held at ECP Secretariat to conduct a thorough review of the 3ʳᵈ Strategic Plan (2019-2023). This exercise brought together heads of all wings of the Secretariat and the Provincial Election Commissioners. The purpose was to create a holistic and multi-dimensional view of the plan's implementation and impact. During this intensive two-day event, participants engaged in a structured review of each goal and action from the 3ʳᵈ Strategic Plan, evaluating the extent to which targets were met and identified the key internal and external factors that contributed to successes or shortfalls. To enrich this internal assessment and benchmark it against an external perspective, the findings were also compared with the detailed analysis presented in a report by the Pakistan Institute of Legislative Development and Transparency (PILDAT). This process of internal reflection combined with external comparison ensured that the lessons learned were comprehensive, balanced and robust, providing a solid, evidence-based platform upon which to build the 4ᵗʰ Strategic Plan.

2.1.4. Internal Consultation and Analysis

Building upon the findings of the Post-Election Review, ECP initiated a comprehensive phase of internal consultation and analysis. This process included provincial-level meetings with officers and officials from field organization and PEC HQs at Lahore, Quetta, Peshawar and Karachi. These meetings were designed to gather firsthand insights into the challenges faced in electoral operations and administration.

In addition to these consultations, a desk review was conducted, during which the Core Group analyzed recommendations and feedback received during internal consultation from field and PEC HQs. This review provided crucial context for the subsequent strategy development process.

The process culminated in joint sessions with PEC and heads of wings at ECP Secretariat, where a detailed SWOT analysis was carried out. Through collaborative efforts, participants identified the internal Strengths and Weaknesses of the organization, as well as the external Opportunities and Threats relevant to ECP's operations. The outcomes of these sessions not only facilitated the formulation of a proposed vision, mission and guiding principles but also led to the identification of eleven over-arching Strategic Pillars, which form the core structure of this plan.

2.1.5. Development of Strategic Goals and Actions

Following the high-level workshop, the detailed work of populating the strategic framework began. The Core Group convened meetings on daily basis. In these meetings, each of the eleven Strategic Pillars was taken up one by one.

This phase was methodical and detail-oriented. For every pillar, the Core Group along with the concerned Wing Heads worked to define a clear Strategic Goal. This goal represented the ultimate outcome ECP aims to achieve in that area over the next five years. Following the finalization of the goal, the group developed a set of specific and concrete Actions that would be required to achieve it. Finally, to ensure the measurement of progress, a set of measurable indicators was developed for each Action. This detailed process transformed the broad strategic pillars into a clear and actionable plan with measurable targets.

2.1.6. The Operational Plan

ECP understands that a strategic plan is only effective if it is translated into concrete actions. This five-year Strategic Plan is an over-arching document that sets the overall direction for the organization. The next critical step in the process will be the development of detailed annual operational plans.

These operational plans will be created by the respective wings of ECP. Each wing will be responsible for breaking down the strategic goals and actions into specific, year-by-year activities. The operational plans will include detailed timelines, assign clear responsibilities and allocate the necessary budget and resources. This will ensure that the strategic vision is integrated into the day-to-day work of the entire organization.

2.1.7. Follow-up and Implementation Support

To ensure that this Strategic Plan remains a living document that guides our work, a dedicated follow-up mechanism will be established. A permanent committee, composed of senior ECP officers, will be tasked with monitoring the implementation of the Plan.

This Committee will meet regularly to review progress against the targets and measurable indicators set out in the operational plans. It will be responsible for identifying any challenges or delays and recommending corrective actions to the Commission. This process of regular monitoring and support will ensure that the organization remains focused on its strategic priorities and is held accountable for achieving the ambitious goals laid out in this document

SWOT Analysis

Strengths

- Constitutional status as a permanent and independent organ of the State.
- Visionary leadership with diversity of experience.
- Countrywide network of offices for ground-level operations.
- Experienced and professional human resource.
- Maintenance of a state-of-the-art national voters' database (comprising more than 135 million voters).

Weaknesses

- Reliance on other institutions for finances, human resource and security.
- Logistical challenges during electoral processes.
- Deficiency of customized infrastructure for field offices despite concerted efforts.

Opportunities

- Engagement with Parliament for electoral reforms and their implementation.
- Enhanced and more inclusive political participation in electoral processes.
- Collaboration with stakeholders including civil society and media for enhancing public awareness and voter education.
- Use of new technologies for improved efficiency.

Threats

- Lack of internal democratization in political parties and elite capture.
- Political polarization.
- Potential of fake news and misinformation /disinformation in disrupting institutional credibility.
- Challenging law and order situation.
- Frivolous litigation and judicial overreach causing delays in implementation of objectives.

03.

Vision, Mission and Guiding Principles

3 Vision, Mission and Guiding Principles

Vision

To build public confidence by delivering credible and inclusive elections with unwavering commitment to transparency and integrity for a democratic Pakistan.

Mission

Organizing and conducting free, fair and inclusive elections through optimum utilization of resources, technological advancements and best practices.

Guiding Principles

The guiding principles are the foundational values and beliefs that shape and inform ECP's strategic decisions and actions. These principles reflect the core institutional values of the ECP and are embedded within the Strategic Plan to ensure they are not only upheld internally but also communicated to the stakeholders whom the ECP serves. Collectively, they define both the objectives and the approach of the ECP, acting as a moral compass for the organization. In situations of complexity or challenge, these principles provide a framework for evaluating options and making informed and ethical decisions. In pursuit of its vision, the ECP is committed to adhering to the following guiding principles.

1. Independence & Impartiality

ECP's authority and credibility are founded upon its constitutional independence and unwavering impartiality. This principle is the bedrock of our identity and of public trust in the democratic process. Our commitment is to operate free from any form of political influence, executive interference or external pressure. Every decision taken and every action performed under the purview of this strategic plan will be guided solely by the Constitution and the law. We will continue to assert our operational and financial autonomy to ensure that the Commission functions as a neutral arbiter, providing a level playing field to all contestants and guaranteeing that the will of the people is translated in elections.

2. Integrity & Accountability

As custodians of the electoral process, we hold ourselves to the highest standards of integrity and accountability. This principle dictates that all ECP officials must demonstrate flawless ethical conduct and professionalism. We are accountable not only for the outcomes of our work but for the processes we employ. This Strategic Plan strengthens our internal accountability mechanisms, including robust codes of conduct, performance management systems and disciplinary procedures. We are accountable to the people of Pakistan and we commit to managing the public resources entrusted to us with absolute transparency and fiscal responsibility, ensuring that our actions can withstand the most rigorous scrutiny.

3. Technological Innovation & Digital Transformation

In an era of rapid technological advancement, embracing innovation is not an option but a necessity for a modern election management body. This Strategic Plan commits ECP to a path of comprehensive digital transformation. Our focus extends beyond merely adopting new technologies; it is about strategically leveraging them to enhance the efficiency, security and transparency of the entire electoral cycle. We will continue to invest in and refine our core systems like the Election Management System (EMS), while exploring emerging solutions in

voter registration, data management and public information dissemination. This digital-first approach will enable us to deliver services more effectively and build a more resilient and responsive electoral infrastructure for the future.

4. Transparency, Openness & Right to Information

Transparency is the currency of trust. ECP is fundamentally committed to conducting its operations in an environment of openness, ensuring that all stakeholders have access to clear, accurate and timely information. This principle is deeply linked to the citizens' fundamental right to information as protected by law. This Strategic Plan prioritizes proactive disclosure of information, making our data and decisions accessible through multiple platforms. We will continue to simplify public access to electoral data, strengthen our communication channels and engage openly with the public, media and observers to explain our processes and foster a climate of informed public confidence.

5. Operational Excellence & Capacity Building

The quality of an election is a direct reflection of the operational capacity of the institution that manages it. Achieving operational excellence is therefore a central pillar of our strategy. This involves a persistent pursuit of efficiency, quality and standardization in every facet of our work, from logistics and procurement to training and results management. A critical component of this pursuit is a sustained investment in our most valuable asset: our human resources. This Plan introduces a comprehensive framework for continuous professional development and capacity building for all ECP staff, ensuring they are equipped with the skills, knowledge and tools necessary to meet the complex challenges of modern day election administration.

6. Stakeholder Engagement & Inclusiveness

Elections are a national collective endeavor and their success depends on the meaningful participation and cooperation of all stakeholders. ECP does not operate in a vacuum. This principle reaffirms our commitment to a policy of structured and sustained engagement with all stakeholders in the democratic process, including candidates, political parties, civil society, the media, observer groups and a diverse electorate. Furthermore, we are dedicated to ensuring that the electoral processes are truly inclusive. This Plan outlines practical measures to identify and remove barriers faced by women, minorities, youth, transgender persons and citizens with disabilities, guaranteeing that every eligible Pakistani has an equal opportunity to participate in the democratic life of the nation.

7. Security & Risk Mitigation

The integrity of the electoral process is fundamentally linked to its security. We recognize the complex and evolving security environment in which elections are conducted, encompassing physical security for voters and staff as well as the cybersecurity of our digital assets. This guiding principle mandates a bold and comprehensive approach to risk management. We will work in close coordination with government security agencies to develop and implement robust security plans for all electoral activities. Simultaneously, this Plan places a high priority on strengthening our cybersecurity infrastructure, protecting our systems and data from emerging digital threats and building institutional resilience to mitigate any risks which may compromise the credibility of our elections.

04.

Strategic Pillars, Goals and Actions

4 Strategic Pillars, Goals and Actions

This section provides the detailed framework of the ECP's strategy over the next five years. It explains the purpose and substance of each Strategic Pillar, breaking them down into specific Strategic Goals and Actions to be achieved. To ensure accountability and effective monitoring, Measurable Indicators are established for each Action. The Commission views this Strategic Plan as an adaptable and responsive guide that may be updated to reflect new developments or changing circumstances, during the implementation period.

Strategic Pillar 1: Legal Framework

A clear, comprehensive and strong legal framework is the foundation upon which all credible electoral processes are built. It provides the legal authority and procedural transparency imperative for the fair and uniform conduct of elections. This Strategic Plan manifests the Commission's active role in the continuous refinement of this framework. Based on the lessons learned from past electoral cycles, ECP will persistently identify gaps and propose necessary amendments to the Constitution of the Islamic Republic of Pakistan, the Elections Act 2017 and the associated rules. The aim is to ensure that the legal framework remains dynamic, responsive to emerging challenges and fully aligned with international best practices, thereby strengthening the foundations of democratic governance in Pakistan.

The main goals for this area of work are as followings:

STRATEGIC PILLAR	STRATEGIC GOALS	STRATEGIC ACTIONS	MEASURABLE INDICATORS
1. Legal Framework	**1.1** To contribute towards strengthening electoral laws to enhance their responsiveness	1.1.1 Review of relevant Constitutional provisions	1.1.1.1 Review of relevant Constitutional provisions completed and submitted to the relevant forum by June, 2026
		1.1.2 Review of the Elections Act, 2017 and the Election Rules, 2017	1.1.2.1 Review of the Elections Act, 2017 and the Election Rules 2017 to be completed and submitted to the relevant forum by December, 2026
		1.1.3 Review of existing local government laws to make them responsive and also to harmonize them with Elections Act, 2017 and Elections Rules, 2017 and to propose amendments therein	1.1.3.1 Review and preparation of proposals to be completed and submitted to the relevant forum by June, 2026
			1.1.3.2 Review/Feedback on amendments in Local Government Laws to be completed and submitted to the relevant forum within three months of any new enactment or amendments in the existing laws

Strategic Pillar 2: Election Operations

Conducting election operations is the largest and tangible part of ECP's work. It is the final result of all our planning and preparation as the size of this task continues to grow. For the General Elections 2024, ECP served over 132 million registered voters. This was a significant increase from about 106 million voters in 2018. This pillar is focused on ensuring that all operational aspects of an election, from the management of polling stations to the secure distribution of election materials and the efficient deployment of staff, are performed with maximum efficiency, uniformity and integrity. The aim is to provide every citizen with the opportunity to cast vote in a smooth and secure manner.

The priorities to be addressed under this pillar are listed below:

STRATEGIC PILLAR	STRATEGIC GOALS	STRATEGIC ACTIONS	MEASURABLE INDICATORS
2. Election Operations	**2.1** To optimize electoral procedures for enhancement of efficiency, adaptability and transparency	2.1.1 Review and improve the existing standard operating procedures regarding elections	2.1.1.1 Reviewed and improved SOPs developed by June,2027
		2.1.2 Review, simplify and improve the quality of existing forms and envelopes used for elections	2.1.2.1 Reviewed and improved by June, 2028
	2.2 To enhance logistical efficiency and improve accessibility	2.2.1 Review and update existing mechanism of physical survey of buildings proposed/ identified for the establishment of polling stations	2.2.1.1 Mechanism developed by June, 2028
	2.3 To strengthen security protocols and coordination for safe and secure elections	2.3.1 Review and update communication, existing security and coordination protocols adopted during the elections	2.3.1.1 Updated protocols deployed by April, 2027
	2.4 To institutionalize a framework for pre-election activities to optimize efficiency and reduce challenges	2.4.1 Develop comprehensive SOPs regarding delimitation to streamline procedures	2.4.1.1 SOPs developed and implemented by May, 2028

Strategic Pillar 3: Organizational Growth

The credibility of an election is directly linked to the institutional strength and professional capacity of the body that administers it. ECP recognizes that as the number of voters in Pakistan expands and the electoral processes grow in complexity, the organization must also grow stronger to manage its work well. The third Strategic Plan marked significant progress in infrastructure development and human resource management. This trend will be accelerated under this 4ᵗʰ strategic plan. ECP demonstrated its commitment to improve capacity building in the General Elections 2024, when ECP trained more than one million election officials. This pillar focuses on building a more resilient, professional and well-equipped organization capable of delivering on its constitutional mandate with excellence.

For achieving this, the following priorities have been set:

STRATEGIC PILLAR	STRATEGIC GOALS	STRATEGIC ACTIONS	MEASURABLE INDICATORS
3. Organizational Growth	**3.1** To strengthen the institutional capacity of PADRM	3.1.1 Improve the infrastructure and ensure availability of dedicated human resource (existing as well as futuristic)	3.1.1.1 Infrastructure improved and requisite human resource deployed by December, 2026
	3.2 To enhance PADRM's functional capability	3.2.1 Establish partnerships with reputed and leading training institutions to exchange training expertise	3.2.1.1 MoUs signed with at-least 04 training institutes by December, 2026
		3.2.2 Publish annual training reports and use findings to revise training strategies	3.2.2.1 Annual Training report published by March of each year
		3.2.3 Develop annual calendar of trainings on the basis of TNAs	3.2.3.1 Annual calendar completed by December (each year) for the succeeding year
	3.3 To enhance capacity of ECP's officers and officials	3.3.1 Plan and deliver training programs for the new inductees to develop their professional capability	3.3.1.1 Training planned within two weeks of appointments of new inductees and conducted immediately afterwards
		3.3.2 Conduct capacity building training programs for In-Service officers and officials	3.3.2.1 At least 02 capacity building training sessions to be conducted annually
		3.3.3 Design and impart training on emerging themes including IT (cybersecurity, AI in	3.3.3.1 Training modules designed for each thematic area by June, 2026

STRATEGIC PILLAR	STRATEGIC GOALS	STRATEGIC ACTIONS	MEASURABLE INDICATORS
		elections, digital voter services), misinformation / disinformation, inclusiveness, political finance, budget, procurement and accounts and other related fields	3.3.3.2 At least 25 participants trained in each thematic area every year
	3.4 To promote inclusivity and gender responsiveness in training	3.4.1 Mainstream gender, disability and minority-sensitive content in all training programs	3.4.1.1 All training content to be made inclusive and gender responsive by June, 2026
	3.5 To enhance training governance and quality assurance	3.5.1 Set up a Training Quality assessment mechanism	3.5.1.1 Assessment Mechanism in place by June, 2026
		3.5.2 Digitize all training records, participant data and evaluation outcomes	3.5.2.1 Digitized data updated in LMS & TIMS on quarterly basis
		3.5.3 Develop and deploy Learning Management System for Trainings	3.5.3.1 Develop and deployed Learning Management System (LMS) developed by December, 2026
		3.5.4 Maintain a venue database for standby training locations across the country	3.5.4.1 Venue database maintained by June, 2028
	3.6 To promote experience and knowledge sharing at national and international levels	3.6.1 Participate in international programs including election observation, electoral conferences, workshops and trainings for knowledge and experience sharing	3.6.1.1 At least **10** ECP officers attend international events each year
	3.7 To improve and increase ECP's offices infrastructure for provision of a more conducive working environment	3.7.1 Acquire land for construction of ECP offices at provincial, regional and district levels	3.7.1.1 It is a continuous process and acquisition of state land for 25% of the remaining offices of REC/DEC **(30 nos)** be acquired by December, 2028 for construction of REC/DEC field offices in provinces

STRATEGIC PILLAR	STRATEGIC GOALS	STRATEGIC ACTIONS	MEASURABLE INDICATORS
		3.7.2 Construct boundary walls to secure state land acquired for field offices	3.7.2.1 Construction of boundary walls of the acquired state land on yearly basis to secure plots from encroachment
		3.7.3 Construct ECP's own purpose-built offices at provincial, regional and district levels	3.7.3.1 Preparation and approval of PC-1 for construction of at least five field office buildings yearly through PSDP funding
			3.7.3.2 Construction of office buildings subject to allocation of PSDP funding
	3.8 To restructure the human resource management for optimizing the efficiency and productivity level of the Organization	3.8.1 Identify the areas of improvement in service structure of employees	3.8.1.1 Revised Assessment to be completed by December, 2025
		3.8.2 Improve, review and rationalize posts in consultation with all wings according to evolving needs of the organization	3.8.2.1 It is a continuous process and posts will be rationalized as per need assessment of the organization
		3.8.3 Refine the recruitment process in order to eliminate the human intervention and uphold principles of fairness, meritocracy and transparency	3.8.3.1 Modified and state-of-the-art Online Recruitment System (ORS) with additional features for an improved recruitment process to be developed and adopted by December, 2025
		3.8.4 Improve HRMS and integration of performance profile data for human resource management	3.8.4.1 Upgraded HRMS to be developed and deployed by December, 2025
		3.8.5 Transform HR matters pertaining to discipline, litigation and career planning	3.8.5.1 Digitalization of all disciplinary proceedings and digitalized evaluation proforma for promotion to be developed and adopted by December, 2025
		3.8.6 Frame the ECP's revised Service Rules	3.8.6.1 Revised Service Rules approved and published by December, 2026

STRATEGIC PILLAR	STRATEGIC GOALS	STRATEGIC ACTIONS	MEASURABLE INDICATORS
	3.9 To provide better health care facilities to ECP employees	3.9.1 Acquire services of an insurance company or take hospital(s) on the panel of ECP	3.9.1.1 Agreement signed with an insurance company or well reputed hospital(s) by June 2026
		3.9.2 Provide financial support during emergencies etc. under employee welfare funds	3.9.2.1 Pre-requisites completed in 2026 and fund made operative after constitution of committee and audit formalities by June, 2027
	3.10 To provide better transport facilities to the employees	3.10.1 Extend transportation facilities for employees of PEC's offices through the procurement of vehicles (on need base) for each PEC HQs	3.10.1.1 Procurement of vehicles will be completed by June, 2027
	3.11 To ensure the basic amenities in field offices	3.11.1 Establish day care centers, cafeteria in all offices of PECs	3.11.1.1 Facilities provided by December, 2025
		3.11.2 Provision of first aid/ medical emergency kits in offices of PECs/ RECs/DECs	3.11.2.1 Facilities provided by December, 2025
		3.11.3 Provision of solar panels in the field offices, facing serious electricity shortages	3.11.3.1 Facilities provided by June, 2026

Strategic Pillar 4: Budget, Finance and Procurement

Good financial management and transparent procurement practices are fundamental in ensuring ECP's operational independence and maintaining public trust. This pillar is designed to ensure that adequate financial resources are planned, allocated and utilized in a timely and effective manner to support complex electoral activities. The intended outcome is a highly efficient, transparent and accountable financial management system that strictly adheres to public procurement regulations. Building on past decisions to strengthen internal controls, this plan will further modernize budgeting and procurement processes to ensure value for money, prevent delays and fortify the institutional integrity of the Commission.

Priorities for this pillar are outlined below:

STRATEGIC PILLAR	STRATEGIC GOALS	STRATEGIC ACTIONS	MEASURABLE INDICATORS
4. **Budget, Finance and Procurement**	**4.1** To improve planning, implementation, transparency and quality assurance in budget management and accounts	4.1.1 Review and improve SOPs to regulate and improve transparency in budget estimation at grass root level, budget consolidation and budget implementation	4.1.1.1 SOPs reviewed and improved by June, 2026
		4.1.2 Develop and deploy Budget and Accounts Management System that ensures efficiency and transparency, through SAP mapping	4.1.2.1 Budget and Accounts Management System be installed for continuous budget/expenditures reconciliation by December, 2025
	4.2 To ensure financial autonomy and improve ECP's financial management system	4.2.1 Review administrative challenges and submit recommendations to Government for implementation to ensure ECP's financial autonomy	4.2.1.1 To be reviewed and operationalized during F.Y 2025-26
		4.2.2 Resolve contentious issues with relevant federal authorities i.e. Finance Division, CGA, AGPR and DAOs	4.2.2.1 Contentious issues i.e. Funds release, austerity waivers, pay package for ECP employees, to be tackled in F.Y 2025-26
	4.3 To digitize and streamline printing and logistics processes	4.3.1 Develop and implement a customized ERP system to track printing and dispatch/receipt in real time	4.3.1.1 ERP system developed and operationalized by June 2027
			4.3.1.2 Integrate ERP with all three printing presses and PECs before next General Elections

STRATEGIC PILLAR	STRATEGIC GOALS	STRATEGIC ACTIONS	MEASURABLE INDICATORS
		4.3.2 Develop SOPs and manuals for GS functions	4.3.2.1 SOPs/manuals developed by December, 2026
	4.4 To maintain a secure, up-to-date record and real-time tracking of watermark paper	4.4.1 Develop Inventory Management System for keeping the record up-to-date	4.4.1.1 Develop and deploy IMS by June, 2026
		4.4.2 Ensure deployment of required officials at presses	4.4.2.1 Officials (security and administrative personnel) deployed in both PCP & PPF
	4.5 To ensure transparency and accountability through compliance of PFM and Internal Audit	4.5.1 Develop Standard Operating Procedures (SOPs) to implement ECP Audit Framework through Internal Audit charter and manual for in-house audit system	4.5.1.1 Detailed SOPs and Internal Audit manual will be institutionalized by June, 2027
		4.5.2 Conduct regular, special, General/Bye Election & Risk based Audit for strong Internal control system and transparency	4.5.2.1 Develop ERP based system (oracle or SAP) for Internal Audit monitoring dashboard with real time data reporting for field offices by June, 2026

Strategic Pillar 5: Voter Enrollment

An accurate, complete and inclusive electoral roll is the absolute foundation of a representative democracy. The integrity of electoral rolls ensure that the right of every eligible citizen to vote is protected. This strategic pillar focuses on ECP's core constitutional duty to prepare and maintain the voter list. The focus is two-fold. First, to ensure the ongoing accuracy of the electoral rolls through continuous updates and the removal of discrepancies and second, to organize targeted enrollment campaigns to register all eligible but unregistered citizens, with a special emphasis on young people reaching voting age and other under-represented groups.

The priorities under this pillar include:

STRATEGIC PILLAR	STRATEGIC GOALS	STRATEGIC ACTIONS	MEASURABLE INDICATORS
5. Voter Enrolment	**5.1** To ensure registration of eligible citizens especially women, youth and other marginalized groups as voters	5.1.1 Develop and execute voter registration plan to bridge the gender gap by ensuring issuance of NICs to all eligible citizens by NADRA	5.1.1.1 Inclusive voter registration campaign strategy developed in consultation with NADRA by December, 2025
			5.1.1.2 About 1.5 million women are added to electoral rolls each year
			5.1.1.3 Gender gap in electoral rolls to be reduced to 4% by 2029

STRATEGIC PILLAR	STRATEGIC GOALS	STRATEGIC ACTIONS	MEASURABLE INDICATORS
		5.1.2 Plan and execute initiatives with stakeholders (CSOs, political parties, media, community etc.) for awareness and community mobilization for voter registration	5.1.2.1 Community outreach plan is developed and executed by 2026
			5.1.2.2 Public outreach campaign (radio, tv, social media, digital media, CVE session) designed and executed annually
			5.1.2.3 Stakeholders groups (DVEC, GDEWG and CSOs) engaged and mobilized in each district by June 2026
	5.2 To further improve quality of electoral rolls	5.2.1 Develop a comprehensive and efficient mechanism in consultation with NADRA and PBS for correct allocation of census blocks to holders of fresh NICs	5.2.1.1 Mechanism developed by December, 2026
			5.2.1.2 Approved mechanism deployed across the country by March, 2027
		5.2.2 Further improve the mechanism for removing deceased voters from the electoral rolls, in coordination with relevant Federal and Provincial Government Authorities	5.2.2.1 Existing mechanism reviewed by December, 2025
			5.2.2.2 An improved mechanism developed in consultation with relevant Federal and Provincial Government Authorities by August, 2026
			5.2.2.3 Improved mechanism deployed across the country by October, 2026
		5.2.3 Develop an efficient mechanism for provision of hard copies as well as soft copies of electoral rolls to candidates and general public	5.2.3.1 Existing mechanism reviewed by March, 2026
			5.2.3.2 SOPs developed and approved by July, 2026
			5.2.3.3 Approved mechanism deployed by August, 2026
		5.2.4 Improve the CERS software to make it more user friendly	5.2.4.1 Obtain requirements from field offices by December, 2025
			5.2.4.2 Deployment of improved CERS software by December, 2026

Strategic Pillar 6: Information and Electoral Technologies

The role of technology in modern elections is transformative, offering powerful tools to enhance efficiency, accuracy and transparency. Building on the successful implementation of the Election Management System (EMS) and Complaint Management System (CMS) under the third strategic plan, ECP is committed to deepening its digital transformation. ECP recognize that technology presents challenges, including the need for robust cybersecurity, ensuring system functionality in areas with poor connectivity and combating technology driven misinformation. Under this pillar, ECP will continue to strengthen and secure its existing technologies, while cautiously exploring and piloting new innovations that can add further value to the electoral process.

The priorities under this pillar include:

STRATEGIC PILLAR	STRATEGIC GOALS	STRATEGIC ACTIONS	MEASURABLE INDICATORS
6. Information and Electoral Technologies	**6.1** To optimize operational efficiency across ECP offices through policy-driven integration of advanced technologies	6.1.1 Feasibility study regarding E-Office / E-Filing System of Federal Government along with implementing data security standards in a careful manner to minimize cyber threats and digital risks	6.1.1.1 Feasibility study by April, 2026
		6.1.2 Analysis report regarding provision of facility for general public using Mobile App for easy vote transfer / deletion requests	6.1.2.1 Analysis report by June, 2026
		6.1.3 Upgradation of IT Labs in Field Offices including internal networking and power backups	6.1.3.1 Conduct of survey by April, 2026
		6.1.4 Upgradation of high-speed internet on already deployed fiber-optics / DRS on a digital channel	6.1.4.1 All Field Offices Internet services will be upgraded to last-mile fiber optics / DRS by June, 2026
	6.2 To enhance the transparency, public awareness and operational efficiency of electoral processes by	6.2.1 Review, optimize and upgrade Election Management System (EMS)	6.2.1.1 EMS upgradation is an ongoing process

STRATEGIC PILLAR	STRATEGIC GOALS	STRATEGIC ACTIONS	MEASURABLE INDICATORS
	upgrading and modernizing the electoral technologies to be used in elections	6.2.2 Acquire and technically assist different Wings in the implementation of Artificial Intelligence (AI) tools on need basis	6.2.2.2 Introduction and procurement of AI tools by June, 2026
	6.3 To establish In-house Printing Facility, Enterprise level Tier-3 Data Center, Extension of Digital Services & EMCC as well as Establishment of Disaster Recovery Site to fulfill the future digital electoral requirements	6.3.1 Establish a secure, cost-effective in-house printing facility for electoral material	6.3.1.1 In-house Printing Facility completely ready and functional by June 2027
		6.3.2 Establish a centralized and secure digital infrastructure for ECP	6.3.2.1 100% core applications hosted at Data Center by June 2027
		6.3.3 Strengthen monitoring capabilities of PEC Offices during elections	6.3.3.1 EMCCs operational in 50% PEC Offices by June 2026
		6.3.4 Ensure uninterrupted service of mission-critical systems during disruptions	6.3.4.1 DR site pass-tested and 100% functional by June 2026
		6.3.5 Digitize inventory management of ECP Secretariat via Inventory Management System (IMS)	6.3.5.1 100% inventory transactions digitized by December 2026
	6.4 To conduct test and trial of Electronic Voting Machine (EVM) and Biometric Verification Machine (BVM) as per existing laws	6.4.1 Pilot EVMs / BVMs to assess technical viability and voter usability	6.4.1.1 EVM / BVM pilot conducted and its report be submitted (on-going process)

Strategic Pillar 7: Electoral Research and Analysis

Fact driven institutional learning and decision making is important for continuous improvement. This strategic pillar focuses on establishing a strong internal framework to conduct targeted research that can inform policy and procedural reforms. A key initiative under this pillar will be the establishment of a permanent Research and Development Centre (RADC) within ECP. This will institutionalize our capacity for data-driven analysis, enabling the Commission to move beyond simple monitoring to generate deep insights, anticipate future challenges and objectively measure the impact of its interventions. The development of in-house expertise will be prioritized through specialized training and international collaborations, fostering a culture of evidence-based decision-making across the organization.

The main goals under this pillar are as follows:

STRATEGIC PILLAR	STRATEGIC GOALS	STRATEGIC ACTIONS	MEASURABLE INDICATORS
7. Electoral Research and Analysis	**7.1** To establish a fully functional and independent Research and Development Centre (RADC)	7.1.1 Establish the necessary physical and digital infrastructure and recruit qualified human resources to ensure effective operational capability	7.1.1.1 Fully equipped RADC office including IT systems and software established by June, 2026
			7.1.1.2 Core staff recruited by December, 2025
		7.1.2 Develop and operationalize the RADC's internal processes and annual research agenda and staff recognition mechanisms	7.1.2.1 Annual Research Agenda identified and developed by first quarter of each year
			7.1.2.2 Standard Operating Procedures (SOPs) for data collection, analysis and report publication finalized and approved by June, 2026
			7.1.2.3 Establishment of system for recognizing/ appreciating RADC officials for quality research contribution by January, 2026
	7.2 To build ECP's internal capacity to produce high-quality electoral research for evidence-based decision-making	7.2.1 Establish institutional knowledge systems including peer-reviewed publications	7.2.1.1 ECP Research Journal be launched by December, 2026
			7.2.1.2 At-least 02 peer-reviewed article published annually afterward 2027
		7.2.2 Develop specialized research expertise through annual training programs and international knowledge exchange	7.2.2.1 At-least five (05) officers/officials trained yearly in research methods by December, 2026
			7.2.2.2 At-least 2 international study tours/collaborations with Research Institutes be conducted annually by 2028

Strategic Pillar 8: Gender Mainstreaming and Social Inclusion

Election Commission of Pakistan is firm in its conviction that a truly democratic election must be accessible and representative of all segments of society without discrimination. This pillar focuses on systematically integrating gender equality and social inclusion perspectives into every aspect of the electoral process. During the previous planning cycle under the Third Strategic Plan period 2019–2023, targeted efforts led to a historic reduction in the voter gender gap, bringing it down to 7.8% in the 2024 General Elections. Moving forward, this 4th Strategic Plan will build upon this success. It will ensure the implementation of policies that not only encourage the registration of women, minorities, persons with disabilities and transgender citizens but also guarantee their safe and equal participation as voters, candidates and election officials.

The main focus areas for this pillar are identified below:

STRATEGIC PILLAR	STRATEGIC GOALS	STRATEGIC ACTIONS	MEASURABLE INDICATORS
8. Gender Mainstreaming and Social Inclusion	8.1 To create a secure and conducive office environment for women and socially excluded groups at the institutional level	8.1.1 Conduct physical infrastructure accessibility audits of office spaces to identify and address physical, environmental and accessibility barriers	8.1.1.1 Develop tools for accessibility audit by December 2025
			8.1.1.2 Accessibility audit conducted and Physical Accessibility Action Plan developed with practical recommendations based on audit findings by September 2026
			8.1.1.3 All ECP offices are made accessible through the provision of ramps, appropriate signage, accessible washrooms, assistive technologies etc. by June 2028
		8.1.2 For conducive work space at office, conduct gender Safety Audit to identify and address physical and environmental challenges	8.1.2.1 Develop tools for Gender Safety Audit by December 2025
			8.1.2.2 One Gender Safety Audit conducted by December every year with actionable recommendations
		8.1.3 Ensure availability of gender-sensitive infrastructure (e.g., separate washrooms, common room, day-care and accessible facilities)	8.1.3.1 ECP offices equipped with the facility of separate washrooms, common room and day care center (wherever required) by June, 2027
		8.1.4 Implement Gender Mainstreaming and Social Inclusion Framework (GMSIF) by developing a performance-based implementation plan and ensuring regular monitoring and evaluation	8.1.4.1 GMSIF Implementation Plan and Monitoring Framework with GMSIF indicators developed on gender mainstreaming by June, 2026

STRATEGIC PILLAR	STRATEGIC GOALS	STRATEGIC ACTIONS	MEASURABLE INDICATORS
			8.1.4.2 At least 2 bi-annual progress reports on GMSIF implementation formulated each year
		8.1.5 Assess and strengthen institutional efforts for gender sensitization and effective implementation of the Protection against Harassment of Women at the Workplace Act, 2010	8.1.5.1 Gender sensitization orientation sessions conducted for all ECP staff by June 2026, with refresher sessions every 2nd year
		8.1.6 Increase women's representation within ECP, with a targeted focus on achieving at least 10% representation	8.1.6.1 Ensure women quota is observed during initial recruitment and 10% representation of female staff is achieved by December 2029
	8.2 To strengthen the structure and functions of Gender and Social inclusion (GSI) wing at Secretariat and Provincial level	8.2.1 Fill sanctioned posts of GSI wing at Provincial HQs	8.2.1.1 All sanctioned posts of gender wing at Provincial HQs filled along with support staff by December, 2025
		8.2.2 Enhance the capacity of the GSI Wing in conducting research and assessments of electoral process with gender perspectives	8.2.2.1 Four (4) researches or assessments conducted in collaboration with RADC every year on key identified issues
		8.2.3 Introduce mechanism to institutionalize gender perspective as part of election planning and execution	8.2.3.1 Gender perspective is included in all the planning phases and execution stages
	8.3 To review Elections Act, 2017 Elections Rules-2017 and Policies to mainstream gender and social inclusion in electoral processes	8.3.1 Review and recommend reforms in Elections Act 2017 and Election Rules with a gender lens to improve gender responsiveness and social inclusion in electoral processes	8.3.1.1 Number of recommendations in the Election Act 2017 drafted and submitted to Legal Reforms Committee by the GSI Wing by September 2026
			8.3.1.2 Number of recommendations adopted in the elections rules
		8.3.2 Engage parliamentarians (political parties) to move forward reforms agenda for inclusive electoral process	8.3.2.1 Parliamentary Electoral Working Group Established and functional by June 2026

STRATEGIC PILLAR	STRATEGIC GOALS	STRATEGIC ACTIONS	MEASURABLE INDICATORS
	8.4 To ensure gender mainstreaming and social inclusion in election administration and electoral process	8.4.1 ROs offices and polling stations are accessible for female election officials, candidates, voters and other marginalized groups for the electoral processes	8.4.1.1 100% ROs offices and polling stations are accessible for female polling staff, candidates and other marginalized voters
		8.4.2 Sensitize provincial governments about inclusive polling and security staff	8.4.2.1 Four meetings held with Chief Secretaries before election
			8.4.2.2 Four provincial seminars conducted with heads of the departments before election
		8.4.3 Strengthen coordination with stakeholders including CSOs, academia and human rights institutions to enhance voter education, research and inclusive civic engagement strategies, utilizing GDEWG platform at the Secretariat and provincial level	8.4.3.1 Reorganization of GDEWG completed by December 2025
			8.4.3.2 Consortium of 20 universities formed for voter education, research and ECP's students- ambassadorship program
			8.4.3.3 Total 33 meeting/seminars/workshops held each year with GDEWG members at Secretariat and Provincial HQs till June 2029

Strategic Pillar 9: Monitoring and Evaluation

Monitoring and Evaluation is a dedicated initiative to enhance the effectiveness and transparency of the electoral process. This pillar is centered on two main goals: improving the scope of existing monitoring mechanisms and strengthening the capacity of the monitoring team. To achieve these goals, the plan outlines a process of redefining the monitoring framework to cover all three stages of the electoral cycle, pre-election, election and post-election and to include new activities such as delimitation and ballot paper printing. Furthermore, it details actions to build the monitoring team's capabilities by reviewing and enhancing their legal powers, thus establishing fully equipped provincial monitoring control rooms with dedicated staff and procuring the necessary technological upgrades to ensure the monitoring structure is both efficient and responsive.

The priorities under this pillar include:

STRATEGIC PILLAR	STRATEGIC GOALS	STRATEGIC ACTIONS	MEASURABLE INDICATORS
9. Monitoring & Evaluation	9.1 To enhance scope and effectiveness of current monitoring mechanism	9.1.1 Revisit and redefine the current monitoring process and re-align it with three stages of Electoral Cycle i.e. Pre-Election Stage, Election Stage and Post-Election Stage by inclusion of new segments i.e. Delimitation, Electoral Rolls, Election Disputes Resolution and printing of ballot papers; and Non-Election activities, such as Training, Written Test Papers and Recruitment process	9.1.1.1 Complete consultation with concerned Wings in ECP Secretariat and PECs to specify scope and methodology for monitoring of the newly included electoral processes and non-election activities by December, 2025
			9.1.1.2 Devise tools and additional framework of monitoring for newly included electoral processes and non-election activities by June, 2026
			9.1.1.3 Deployment and functioning of expanded monitoring mechanism by December, 2026
	9.2 To build the capacity of Monitoring Wing to deal with expanded scope of monitoring	9.2.1 Review the current legal powers vested in the DMO/Monitoring Teams and identify befitting amendments in the law to make the monitoring mechanism further effective, vibrant and stringent, including efficient recovery of fines/penalties imposed by the DMOs	9.2.1.1 Consultation and review of existing monitoring framework and tools with in the ambit of section 234 of the Elections Act, 2017 completed by June, 2026
			9.2.1.2 Finalize proposal for necessary legal reforms with amendments in law for making the monitoring under section-234 of the Elections Act, 2017 more effective and vibrant by June, 2026
		9.2.2 Establishment of fully equipped Monitoring Control Rooms at provincial level	9.2.2.1 Establishment of fully equipped Provincial Monitoring Control Rooms (PMCRs) by December 2026

STRATEGIC PILLAR	STRATEGIC GOALS	STRATEGIC ACTIONS	MEASURABLE INDICATORS
			9.2.2.2 Make available four dedicated Deputy Director (M&E) with complementary staff to supervise, coordinate and operate the functioning of PMCR in the four PECs Headquarters by June, 2026
		9.2.3 Identify essential equipment, devices technological upgrades, including procurement of necessary software for making the monitoring structure efficient and responsive	9.2.3.1 To review and reassess the utility of current equipment and identify additional equipment and technological upgrades in consultation with IT Wing/PMU by December, 2025
			9.2.3.2 To finalize and submit procurement plan to the Admin. Wing by March, 2026
			9.2.3.3 To deploy new equipment and upgraded technologies by July, 2026

Strategic Pillar 10: Media Management and Public Outreach

In the modern information environment, building public trust and maintaining institutional credibility depends heavily on strategic, active and transparent communication. The establishment of Media Management and Public Outreach as a distinct strategic pillar reflects ECP's commitment to strengthen this vital function. The primary aim is to ensure that accurate, credible and timely information about the electoral process is consistently available to the public and all stakeholders. This pillar will focus on building a professional and responsive communication wing, fostering a relationship of mutual trust with the media and developing effective mechanisms to rapidly counter the negative impact of misinformation and disinformation.

The core priorities for this pillar include the following:

STRATEGIC PILLAR	STRATEGIC GOALS	STRATEGIC ACTIONS	MEASURABLE INDICATORS
10. Media Management and Public Outreach	10.1 To enhance public awareness and promote inclusive understanding of voting rights	10.1.1 Organize monthly voter awareness events on a regular basis through the effective utilization of District Voter Education Committees (DVECs)	10.1.1.1 Ensure that a minimum of fifty (50) public awareness events are conducted each month in every province
		10.1.2 Collaborate with the Higher Education Commission (HEC) and relevant education boards to integrate voter education into academic curricula. Subjects have been	10.1.2.1 Sign Memorandums of Understanding (MoUs) with the Higher Education Commission (HEC) and relevant education boards by June 2026

STRATEGIC PILLAR	STRATEGIC GOALS	STRATEGIC ACTIONS	MEASURABLE INDICATORS
		identified for the incorporation of electoral content	
		10.1.3 Utilize community radio and engage religious and community leaders to disseminate voter education and promote civic participation	10.1.3.1 Conduct two engagements per quarter
	10.2 To build public trust by disseminating authentic information and proactively managing disinformation through effective media management tools	10.2.1 Establish a Fact-Checking Unit (FCU) to counter disinformation. The FCU will consist of four Fact Checkers responsible for monitoring the media	10.2.1.1 Strengthen the Fact-Checking Unit with the required expertise and increase its capacity by December 2025
		10.2.2 Sign Memorandums of Understanding (MoUs) with social media platforms for content moderation	10.2.2.1 Sign MoUs by December 2026
		10.2.3 Acquire AI software for media monitoring and implement a graded disinformation response protocol (rebuttal → takedown)	10.2.3.1 Address more than 80% of verified disinformation cases
			10.2.3.2 Conduct a public trust index survey biannually
		10.2.4 Expand proactive multilingual messaging for public outreach	10.2.4.1 Develop content in four provincial languages (Punjabi, Sindhi, Balochi and Pashto)
	10.3 To enhance journalists' skills in media relations, digital tools and disinformation counter measures	10.3.1 Conduct certification programs for journalists in collaboration with relevant partners	10.3.1.1 Certify more than 70% of concerned journalists through relevant partner organizations
			10.3.1.2 Conduct four (4) capacity-building sessions each year
	10.4 To expand the official interactive social media presence using major platforms and handles to promote digital literacy and the dissemination of authentic electoral	10.4.1 Maintain and update social media platforms regularly	10.4.1.1 Achieve an engagement rate of 350 interactions per month on digital platforms
		10.4.2 Host hybrid and remote audience events	10.4.2.1 Expand reach in underserved regions through effective dissemination tools (ongoing process)
		10.4.3 Partner with local influencers and digital advocates	10.4.3.1 Engage five (5) influencers annually

STRATEGIC PILLAR	STRATEGIC GOALS	STRATEGIC ACTIONS	MEASURABLE INDICATORS
	information and content development	10.4.4 Launch digital literacy campaigns using interactive infographics and explainers. Collaborate with government organizations already working on digital literacy platforms to develop refresher modules	10.4.4.1 Launch one campaign per year
	10.5 To enable continuous feedback and evidence-based refinements through biannual public surveys	10.5.1 Deploy a real-time feedback dashboard for survey integration	10.5.1.1 Develop and deploy the real-time feedback dashboard by June 2026
		10.5.2 Develop a mechanism for review and strategic planning to recalibrate monthly efforts, focusing on the DVEC and outreach programs	10.5.2.1 Constitute the Strategic Review Committee by December 2025. The committee will focus on the improvement of the DVEC
			10.5.2.2 Generate one outreach report each quarter

Strategic Pillar 11: Parties' Enlistment and Political Finance

Political parties are the primary actors in the electoral process and the transparency of their internal functioning and finances is a cornerstone of democratic integrity. This new pillar formalizes and strengthens ECP's constitutional mandate to regulate political parties and oversee their finances. It aims to improve the process for registering parties. More importantly, it will create a strong and clear system for watching over party money. This includes developing digital systems for the submission of financial statements, enhancing the scrutiny of campaign expenditures and ensuring compliance with the law to promote fairness and accountability in the political system.

The main goals for this area of work are as follows:

STRATEGIC PILLARS	STRATEGIC GOALS	STRATEGIC ACTIONS	MEASURABLE INDICATORS
11. Parties Enlistment and Political Finance (PF)	**11.1** To streamline the digital systems for submitting and analyzing of financial data relating to political finance	11.1.1 Design and deploy a portal that captures political finance data received from political parties in real time	11.1.1.1 Consolidated Statement of Party Accounts (Form D) Development of portal for Form-D by June, 2026 on pilot basis for review in 6 months to include the following gradually: CA Certificate, CA Certified Audit Report, Financial Statement, List of Contributors/Donors, Identities of Contributors /Donors
			11.1.1.2 Campaign Finance Account (Form 68) Development of portal for Form-68 by June, 2026 on pilot basis for review in 6

			months to include the following gradually: List of Contributors/Donors, Details of expenses, Party's Form-68 data cross check, verification of the signature, Party bank account statement, Status of compliance
			11.1.1.3 Return of Election Expenses (Form C) Development of portal for Form-C by June, 2027 on pilot basis for review in 6 months to include the following gradually: Prescribed limits compliance (expenses & submission), Candidate's name, party affiliation, CNIC, Constituency code, Action under section 136 (3)
			11.1.1.4 Statement of Assets and Liabilities (Form B) Development of portal for Form-B by June, 2027 on pilot basis for review in 6 months to include the following gradually: Compliance status of submission of Form-B, Issue of Press Release, Action as per Section 137 (3), Cross check & Verification of data of each component, verification of the signature, Action status as per Section 137 (4).
	11.2 To enhance transparency in the financial disclosures of political parties and candidates	**11.2.1 Revise** reporting templates for parties and candidates to align with global best practices	**11.2.1.1 Improvement of Different Forms** Reporting templates revised by June, 2026 Revision in Form-68, Annexures to Form-B & Form-D

05.

Implementation, Monitoring and Reporting Mechanism

5 Implementation, Monitoring and Reporting Mechanism

To ensure the successful execution of this Plan and to track its progress effectively, a Strategic Plan Monitoring Committee (SPMC) will be constituted. This committee will be responsible for the regular monitoring, implementation and reporting against the indicators outlined in this document. The SPMC will be composed of ECP officers and all PECs.

The SPMC will be responsible for the following functions:

    a.   Convene meetings on a biannual basis (every six months);

    b.   Monitor, plan, review and supervise the progress made on the strategic pillars and goals and provide recommendations for improvement; and

    c.   Submit an annual progress report to the competent authority.

To support the SPMC and to drive implementation, Strategic Plan Implementation Committees (SPICs) will be formed within each Wing. These committees will include one member from the SPMC, the Head of the concerned Wing and the relevant Deputy Director.

The SPICs will have the following responsibilities:

    a.   Oversee and guide the creation of detailed Activity/Operational Plans for each strategic action;

    b.   Conduct detailed reviews of the plan's progress within their respective Wings;

    c.   Develop a work plan for the upcoming quarter;

    d.   Meet on a quarterly basis (every three months); and

    e.   Supervise the implementation progress of these Activity Plans.

Based on the framework of this 4th Strategic Plan, each Wing under the overall supervision of the SPMC will develop its own detailed Activity/Operational Plan. The Heads of Wings will be accountable for preparing a quarterly progress report that outlines completed activities, highlights any difficulties encountered and assesses the overall progress against their specific plan. An officer nominated by the SPMC will be tasked with consolidating these quarterly reports from all Wings to prepare biannual progress reports for SPMC's review, as well as a cumulative annual report.

Following the preparation of the Activity Plans ECP will also develop a more detailed Monitoring & Evaluation Plan. This M&E plan will describe, in greater detail, the following aspects:

- Clearly defined roles and responsibilities for Wings and individuals;
- Standardized formats and templates for reporting;
- Guidelines for conducting meetings to review progress, make decisions and plan for subsequent reporting periods;
- Other operational details as may be required.

APPENDIX 1:
ECP's 4ᵗʰ Strategic Plan 2025-2029 Committees

Strategic Planning Committee

Sr. No	Name	Designation	
1.	Mr. Omar Hamid Khan	Secretary, Election Commission of Pakistan	Chairman
2.	Mr. Muhammad Arshad	Special Secretary, (Law), Election Commission of Pakistan	Member
3.	Mr. Zafar Iqbal Hussain	Special Secretary, Election Commission of Pakistan	Member
4.	Mr. Shamshad Khan	Director General (Elections)	Member
5.	Mr. Masood Akhtar Sherwanee	Director General (Political Finance)	Member
6.	Ms. Nighat Siddique	Director General (GSI/TR&E)	Member
7.	Mr. Muhammad Khizer Aziz	Director General (IT-Policy & Planning)	Member
8.	Mr. Sharifullah	Provincial Election Commissioner, Punjab	Member
9.	Mr. Saeed Gul	Provincial Election Commissioner, Khyber Pakhtunkhwa	Member
10.	Mr. Aijaz Anwar Chohan	Provincial Election Commissioner, Sindh	Member
11.	Mr. Ali Asghar Sial	Provincial Election Commissioner, Balochistan	Member
12.	Syed Nadeem Haider	Additional Director General (Elections)	Member
13.	Ch Aleem Shahab	Additional Director General (Electoral Rolls)	Member
14.	Mr. Waqas Ahmed Malik	Director (Research)	Member
15.	Mr. Shahab ud Din	Deputy Director (SIMS)	Member
16.	Mr. Kashif Abbas Malik	Deputy Director (Election-I)	Member

Strategic Planning Core Group

Sr. No	Name	Designation	
1.	Mr. Shamshad Khan	Director General (Elections)	Chairman
2.	Mr. Muhammad Khizer Aziz	Director General (IT-Policy & Planning)	Member
3.	Syed Nadeem Haider	Additional Director General (Elections)	Member
4.	Ch. Nadeem Qasim	Additional Director General (Local Government)	Member
5.	Ch. Aleem Shahab	Additional Director General (Electoral Rolls)	Member
6.	Mr. Nazar Abbas	Additional Director General (MCO)	Member
7.	Mr. Asif Ali Yasin	Director (Electoral Rolls)	Member
8.	Mr. Waqas Ahmed Malik	Director (Research)	Member
9.	Mr. Shahab ud Din	Deputy Director (SIMS)	Member
10.	Mr. Kashif Abbas Malik	Deputy Director (Election-I)	Member
11.	Mr. Muhammad Asad Ali	Deputy Director (Coordination)	Member
12.	Mr. Shabir Khan	Deputy Director (GSI)	Member
13.	Ms. Anum Zahra	Private Secretary to Secretary	Member

Election Commission of Pakistan

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