



UNION ELECTION COMMISSION STRATEGIC PLAN 2019 - 2022





Strategic Plan 2019 → 2020 → 2022



Vision

In order to build a genuine democracy, elections are to be held freely, fairly and transparently by respecting equal rights of the people without bias and to be accepted with credibility.

Mission

With the mandate enacted by the Constitution, to conduct professional development of all members of Union Election Commission at all levels, to be able to hold free and fair elections, to create an accurate voter list, to conduct voter education, and to collaborate with political parties, civil society organizations in undertaking elections activities aiming to improve the current situation; to get support from other respective ministries through coordination to be able to hold free and fair elections.

Pillar - 5

Civic and Voter Education

To enhance public awareness of the electoral process and increase the participation of all citizens through continuous and effective civic and voter education.



Mark the ballot properly

Guiding Principles

- Independence
- Impartiality
- Transparency
- Accountability
- Innovation
- Credibility
- Integrity

Pillar - 1

Legal Reform and Parliamentary Liaison

To propose to relevant Haryana Parliamentarians and amendments of the Electoral Laws and By-laws, based on the outcomes of post-election reviews and discussions, and the recommendations by the UEC, Political Parties, Rajya Sabha, Sub-commissioners and observers, ensuring all stakeholders understand and have access to the electoral process in line with the legal framework.



Pillar - 6

Election Dispute Resolution and Mediation

To make the electoral dispute resolution more effective and transparent when addressing complaints likely to be lodged at different stages of electoral process including complaints about the nomination of candidates, disputes likely to happen during campaign periods, and objections to the electoral results.



Pillar - 9

Political Party/Candidates Compliance and Campaign Finance

To ensure that political parties and Haryana candidates respect and comply by the prescribed electoral laws, rules and regulations concerned, and the election campaigns and electoral expenditures are do not exceed the limit.



Pillar - 2

Institutional and Professional Development

To address the challenges during the electoral process, and to enhance and strengthen the capacity of the staff so that the UEC can work effectively.



Pillar - 10

Elections Observation

To enhance transparency and credibility by strengthening the process of electoral observation.



Pillar - 3

Voter Registration and Data Management

To prepare the voter list more accurately to ensure that all eligible voters are included in the list; request documents from General Administration Department and Immigration and National Registration Department in preparation for voter list updates; request support from civil society organizations in preparing voter education about the voter list; collaborate with political parties and media to get voters involved; provide support as required when voters come and check the preliminary voter list save the voter list in central server; and keep updating the voter list.



Pillar - 7

Stakeholder Relations

To increase transparency and build trust in the electoral process by enhancing relationships with stakeholders through strategic communications.



Pillar - 11

Monitoring, Evaluation and Planning

To monitor the implementation of strategic plan, review progress of implementation and revise as necessary and to establish electoral resources from all stakeholders in order to reach strategic goals successfully.



Pillar - 4

Electoral Operations and Integrity

To enhance the institutional capacity of the UEC in order to ensure credible elections, have a more open and simple process so that stakeholders and voters can understand easily, have a more transparent and accurate implementation to increase credibility of the advance voting process, and have timely and accurate announcement of the results, have full cooperation with Ministry of Home Affairs related ministries in different level of committees for electoral security management, and plan and manage electoral operations efficiently and peacefully.



Pillar - 8

Promotion of Inclusive Participation

To ensure the equal participation of all genders, ethnic groups, youth, persons with disabilities and internally displaced persons by removing barriers and discrimination in the electoral process.





UNION ELECTION COMMISSION

STRATEGIC PLAN

2019 - 2022



Preface from Union Election Commission Chairman



I am very pleased to launch the Union Election Commission's (UEC) Strategic Plan 2019-2022. After conducting successful general elections in 2015, by-elections in 2017 and 2018, the UEC has learned many lessons from post-election reviews with political parties and civil society organizations (CSO) and received recommendations from both international and domestic observers.

While the UEC has made considerable progress in the past few years and established itself as a credible and independent institution, there is much work to be done to improve some areas such as further legal reform, continued dedication to professionalizing UEC staff, increasing the accuracy of the voter list, tightening integrity measures in polling, counting and results transmission, enhancing public awareness through civic and voter education, engaging youth, as more than five million young people will reach voting age by 2020, striving towards the better inclusion of persons with disabilities and marginalized groups, staying committed to gender equality, electoral dispute resolution and continuing to reach out to stakeholders to provide updated information on the activities of the UEC.

I would like to thank the UEC staff for helping draft this new Strategic Plan and the International Foundation for Electoral Systems (IFES) and their donors for their guidance and support respectively.

We believe that this Strategic Plan will be helpful by playing an important role in improving the UEC's electoral process as the country is working towards a credible, disciplined multi-party democratic system. The UEC welcomes cooperation from all voters, members of parliament (MPs), political parties, CSOs, media and international organizations to make the 2020 general elections run as smoothly and as successfully as possible.

A handwritten signature in black ink, appearing to be 'U Hla Thein', written in a cursive style.

U Hla Thein
Chairman
Union Election Commission

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The Republic of the Union of Myanmar practices a multi-party democratic system.

The legislative power of the union is shared among the Pyidaungsu Hluttaw and Region and State Hluttaws. The Pyidaungsu Hluttaw of the union is the national level legislature of Myanmar established by the 2008 national constitution. The Pyidaungsu Hluttaw consists of two Hluttaws: Amyotha Hluttaw (the House of Nationalities) and Pyithu Hluttaw (the House of Representatives) with equal status. There are 224 seats for the Amyotha Hluttaw and 440 seats for the Pyithu Hluttaw. The President is elected by the members of the Hluttaw.

According to constitution the current electoral system used is first-past-the-post to elect the following representatives:

Amyotha Hluttaw (House of Nationalities)

168 of the 224 seats in the House of Nationalities are up for election. There are seven states and seven regions with 12 seats allocated for each of the 14 states and regions, making up a total of 168 seats. The remaining 56 seats (25%) are Army Representatives (AR) selected by the Commander-in-Chief according to the constitution.

Pyithu Hluttaw (House of Representatives)

330 of the 440 seats in the House of Representatives are up for election. One representative is elected for each of the 330 constituencies and each constituency is based on existing 330 township boundaries. The remaining 110 seats (25%) are ARs selected by the Commander-in-Chief according to the constitution.

Region and State Hluttaws

Two representatives each are elected from each township of seven regions and seven states totaling 644 seats. According to the constitution, ethnic races, whose population constitutes more than 0.1% of the country's population, also get elected to 29 seats. One third of the seats of each Regions and States Hluttaw are ARs selected by the Commander-in-Chief according to the constitution.



About the Union Election Commission

After the 2015 general elections, the President formed the Union Election Commission, composed of the following persons, with announcement number 4/2016 on March 30, 2016. Announcement number 14/2017 on June 14, 2017 from the President instructed them to hold elections successfully according to the constitution.



U Ha Thain (Chairman)



U Aung Myint (Member)



U Soe Yel (Member)



U Tun Khin (Member)



U Ha Tint (Member)



Winna Kyaw Hnin
U Myint Raing (Member)



U Tsar Htay (Member)



U Khin Maung So
(Director General)

The Republic of the Union of Myanmar practices a multiparty democratic system. According to the constitution, the term of all three Assemblies (Hluttaws) is five years. Cooperation between the Union Election Commission, political parties, civil society organizations, the media and public will be essential to hold credible elections in 2020 that strive to meet international standards.

The Union Election Commission is formed as follows:

No. of Region/State Sub-Commissions	14
No. of Union Territory Sub-Commissions	1
No. of Self Administrative zone/area Sub-Commissions	6
No. of District Sub-Commissions	73
No. of Township Sub-Commissions	325
No. of Ward/Village tracts Sub-Commissions	14,734 (as of December 2018)

Strategic Vision, Mission and Guiding Principles

Vision

In order to build a genuine democracy, elections are to be held freely, fairly and transparently by respecting people's rights equally, and only then will credible elections be accepted.

Mission

With the mandate enacted by the constitution, to support the professional development of members of the Union Election Commission at all levels, to be able to hold free and fair elections, to create an accurate voter list, to conduct voter education and to collaborate with political parties and CSOs in undertaking elections activities to improve the current situation; to coordinate and get support from other respective ministries to be able to hold free and fair elections.

Guiding Principles

The Union Election Commission will implement its mission of election management through a mature spirit, professionalism and accountability based on the following principles:

- 1. Independence**
Manage the electoral process independently without external influence
- 2. Impartiality**
Make judgments and decisions fairly based on the law without bias towards any political parties
- 3. Transparency**
Ensure stakeholders and the public can see all aspects of the electoral process
- 4. Accountability**
Take responsibility for all actions and decisions in the electoral process
- 5. Innovation**
Think of new ways to improve the electoral process such as using information and communication technology
- 6. Credibility**
Engender trust by consistently applying the law
- 7. Integrity**
Cooperate with stakeholders in line with the law to strengthen the electoral process.

Strategic Planning Process

The UEC reviewed the previous Strategic Plan 2014-2018 to see what was achieved and what had not yet been achieved. In counting the number of strategic actions accomplished, the UEC achieved successfully around 75% of this plan, including major electoral events: the 2015 general elections, 2017 by-elections and 2018 by-elections. Hence, the UEC decided to conduct a new strategic planning process earlier with a view to publishing a new Strategic Plan 2019-2022 that would encompass the lead up to the next general elections in late 2020 and the post-election review the following year.

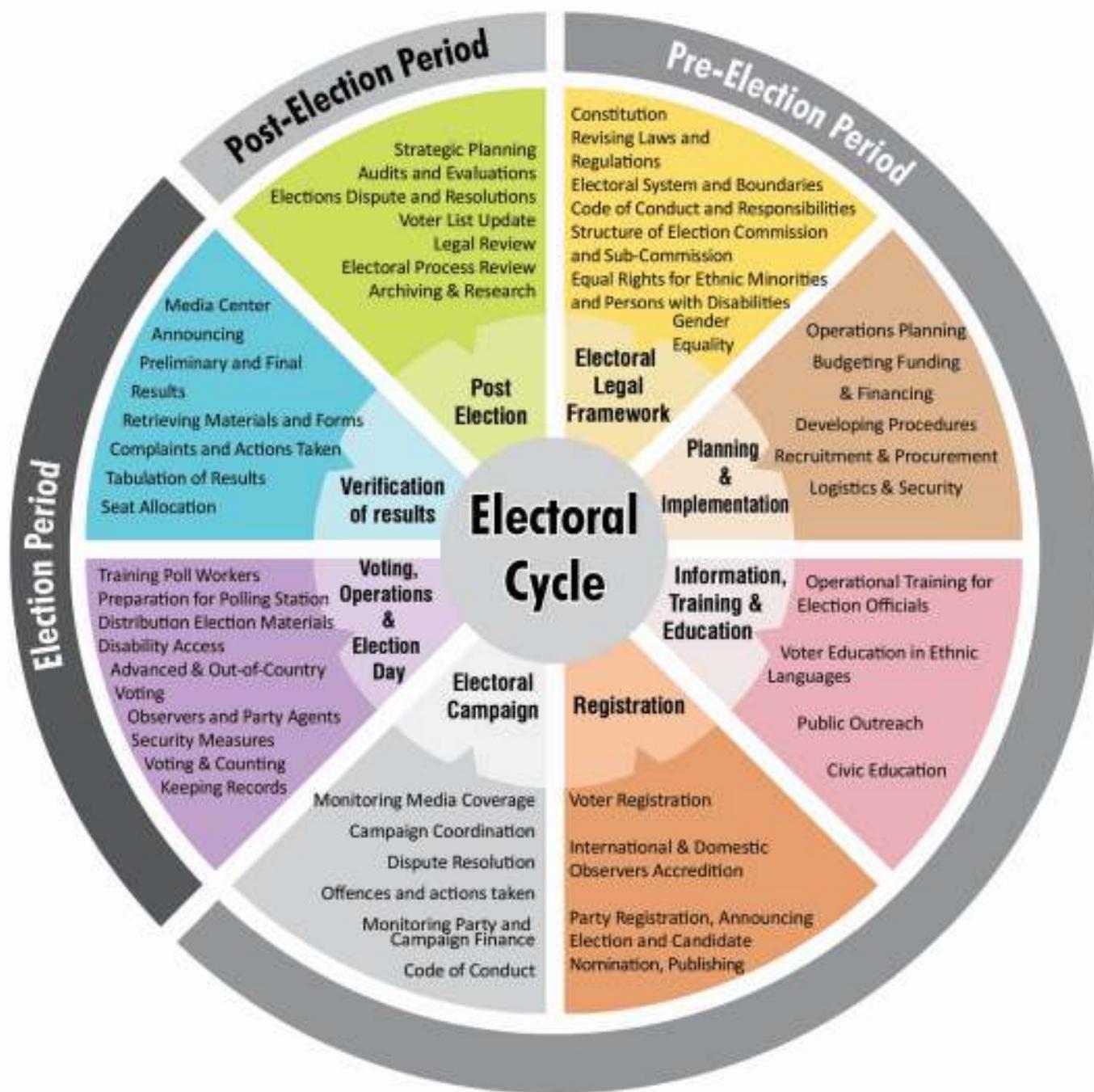
In addition to reviewing the previous strategic plan and deciding what to keep, remove or add, the UEC held a workshop to determine the number of pillars and teams to start drafting goals, objectives, strategic actions and indicators. Working groups for each pillar were instructed to conduct a strengths, weaknesses, opportunities and threats (SWOT) analysis and also consider recommendations from post-election reviews, observer reports and from consultation with political parties and civil society organizations.

The Strategic Plan 2019 - 2022 was drafted and finalized in 2018 and is available to the public on UEC website.

The Electoral Cycle Approach

Election Day makes the headlines in the media and the visibility and scrutiny of the UEC is at its highest point, yet as the surge of interest around the results dies down, the UEC continues to undertake numerous and continuous tasks and activities to prepare for the next election. This important, yet mostly invisible, work done in between elections does not attract attention and often includes post-election reviews, strategic planning, legal reform, resolving disputes and appeals, institutional and professional development, induction training, updating the voter list, conducting by-elections, archiving and research, engaging in civic education rather than voter information and improving systems and processes to make the elections more efficient, transparent and inclusive. The UEC and international organizations providing support have adopted this **Electoral Cycle Approach**, which rather than be event-driven focusing on the lead up to one day instead has the longer-term perspective of a continuous cycle before, during and after elections. Such an approach compels the UEC to be more proactive rather than reactive and based on observer recommendations and post-election reviews and to strive to improve the quality of the electoral process and deepen the democratization of Myanmar.

Electoral Cycle



Cross-cutting Issues

The UEC takes seriously two important issues: Inclusion and Conflict Sensitivity. These issues will be crosscutting throughout the eleven strategic pillars.

Inclusion is key to democracy to ensure all eligible voters are informed and enfranchised without barriers. Inclusion covers many target groups such as promoting women's participation to improve gender equality, first-time youth voters who need to be encouraged to vote to prevent voter turnout from falling and sustain democracy, persons with disabilities who also have the right to be elected, work in elections or observe as well as vote, ethnic minorities who need information in their own languages and through their own networks, migrant workers who might be abroad or working far from home need to understand where they can vote, internally displaced persons (IDP) or voters living in conflict areas should not lose their right to vote because of the conflict and need a safe environment and access to electoral information, voter list displays, the campaign and polling stations, and other minorities such as LGBTQI+ community, the sick or the elderly and unsentenced detainees are also considered as part of the UEC's inclusive approach.

Conflict sensitivity is also a progressive approach in the UEC's strategic planning. Conflict sensitivity seeks to do no unintentional harm and to reduce misunderstandings and disenfranchisement. An approach lacking sensitivity to the potential for conflict could trigger resentment at best and violence at worst.

The UEC will strive to be responsive by listening to the issues raised by stakeholders and try to address them. Issues that could cause a perception of exclusion and trigger conflict if not foreseen or addressed adequately include not seeing one's name on the voter list, not feeling safe to participate in a political campaign, feeling that the polling station is too far, not having a complaint resolved, not understanding the process or the timeline, or feeling that the election was not fair when the results are announced.

All of these potential situations need to be dealt with to ensure broad acceptance of the legitimacy of the election results and formation of the government as well as sustain the credibility of democracy. The UEC will make specific arrangements in conflict areas to ensure where possible a secure environment for voters to exercise their right. In 2015, elections were not held Kyethi and Monshu townships due to the security situation, but by-elections were held in 2017 with efforts from the UEC and the community.

These crosscutting themes are highlighted under each strategic pillar and act as a reminder for the UEC and stakeholders to be considerate of the importance of inclusion and prevention of conflict.

Strengths, Weakness, Opportunities and Threats (SWOT) Analysis

The UEC conducted a SWOT analysis to identify key issues to tackle in the strategic plan, some examples include:

Strengths

- The UEC is an independent institution
- Able to hold successful elections progressively for each cycle including by-elections
- Improved knowledge and institutional memory of the electoral process
- Improved capacity of sub-commissions and staff in managing electoral operations
- Recognized by international and domestic observers for administering credible elections
- Enhanced perception of impartiality and credibility by the voters and the public
- Large permanent and experienced staff
- Conducted Induction Training for new staff
- A digitized central database of over 34 million voters backed up in a server
- Open data archive of statistics and maps
- Archive of election materials such as manuals and posters
- Planned strategically as well as operationally and achieved 75% of objectives from the first Strategic Plan 2014-2018
- Developed an internal Gender Action Plan
- Previously held many stakeholder meetings and post-election reviews
- Developed a series of effective training manuals and voter education posters/pamphlets

Weaknesses

- Budget limitations result in dependence on international organizations and donors
- Insufficient training in remote areas
- Need to strengthen coordination with stakeholders and build mutual trust
- No elections have been held yet and more voter education is needed in armed conflict areas
- Transportation and logistics are challenging in some states and regions
- Weak experiences and skills in some election topics and in IT
- As there are no commission staff at the level of villages/wards, coordination is weak and accountability is needed
- Voter list data becomes outdated very quickly and it is expensive and time-consuming to update regularly especially due to lack of IT skills at lower levels
- Advance voting is still lacking in transparency and clear procedures are needed
- Posting, tabulation and announcement of results lacks clear procedures and transparency
- Lack of independent office space and still dependent on the General Administrative Department (GAD) at ward/village tract level
- Laws, by-laws and directives need to be clearer and better understood by stakeholders
- Electoral dispute resolution needs to be more accessible
- Gender imbalance at senior levels of the UEC
- Vetting of candidates and monitoring of campaign expenditure is weak

Opportunities

- Through coordination, the UEC is trusted and acknowledged by the international community and can continue to benefit and gain more comparative knowledge and assistance from international organizations
- The UEC could coordinate more effectively with ministries especially GAD, the Ministry of Immigration and Population (MoIP), the Ministry of Education (MoE), the Ministry of Information (MoI), the Myanmar Policy Force (MPF) and state/region authorities
- To continue not only to maintain statistics and data related to elections, but to analyse this data
- Receive technical backstopping from international organizations and also develop strategies for sustainability and national ownership
- Opportunities are available to coordinate with multiple stakeholders and the UEC should work to adopt their suggestions as appropriate
- Develop an external communications strategy and engage constructively with the media to promote the UEC's work and correct, through coordination, misperceptions arise among stakeholders
- Promote UEC achievements like the new Strategic Plan
- Disseminate new election laws and amendments to educate stakeholders and the public
- Motivate about 5 million first-time youth voters to get on the voter list and understand how to vote
- Increase access for persons with disabilities in the electoral process and in polling stations
- Improve gender equality and opportunities for UEC staff, strive for more inclusion of migrant voters and disadvantaged persons in IDP camps and conflict areas
- Study trips and learning best practices from other countries; attending global and regional conferences to promote Myanmar's electoral experience

Threats

- As political parties have media influence, there are often misperceptions over actions by the UEC
- When political parties and candidates do not comply with the law, the UEC must take action but faces criticism for enforcing compliance
- Conflict or natural disasters can cause elections to be cancelled in some areas, disenfranchising a number of voters
- Conflict areas are challenging for candidates to campaign freely and for the UEC to conduct operations
- Not able to amend the law in time or budget limitations could cause a delay in activities and impact the credibility of the UEC
- Stakeholder relations could deteriorate if not managed
- Hate speech on social media or used in campaigns can cause social unrest and threaten violence
- The UEC could face external political pressure
- Malpractice (human errors) can be construed as fraud or violations of the law
- Unethical behaviour by individual staff could damage the UEC's credibility
- Hacking or interfering with electoral data especially voter list and results

Summary of Recommendations from Observer Reports and Post-Election Review

This summary is not an exhaustive list of recommendations, but it does highlight and summarize some key issues raised by international and domestic observers¹ and by the UEC, political parties and CSOs through the 2015 post-election review and were considered where possible when drafting this new Strategic Plan.

Electoral Calendar: The UEC should publish a clear and coherent election calendar to increase transparency and accountability as well as help stakeholders to better understand the process. Such a calendar should have a specific timeline for related activities, such as voter list registration, candidate nomination and elections official training well in advance and must ensure more coherence between various phases of the process.

Legal Reform: The electoral laws, by-laws and working guidelines should be assessed against international best practice. The UEC should form a permanent internal working group to review electoral by-laws. The working group should consult political parties, CSOs, media, local and international experts.

Electoral Constituencies: The logic for an equal number of seats per State/Region for the Upper House is understandable, but constituency boundaries for the Lower House should be reviewed in order to create constituencies of equal size so as to provide for equal suffrage.

Independence: The UEC needs to establish independence from the GAD through staffing and office spaces. All offices should be independent from the GAD and ward/village sub-commission officers should be permanent UEC staff.

Institutional Development: A mechanism to ensure the UEC can retain staff, or access experienced staff, should be adopted to increase the institutional capacity of the UEC at all levels and help the body retain institutional knowledge. Introduce a more transparent recruitment and promotion policy that is based on merit and performance evaluations. Gender equality and women's representation in senior positions at national and sub-commission levels of the UEC needs to be improved, enhancing women's participation in decision-making positions. The UEC is generally understaffed and all vacant positions should be filled.

Internal Communications: Internal communication through all levels of the UEC sub-commissions needs to be improved through more meetings, issuing more directives, establishing standard operating procedures, and updating the UEC website. Ensure that communication between union and sub-commission levels is consistent and that instructions are clear so that the sub-commissions can realistically implement procedures and ensure consistency, uniformity and fairness.

Coordination with other Stakeholders: Improve coordination between government agencies and ministries, especially the GAD, MoIP, Ministry of Foreign Affairs (MOFA), in particular with regards to voter list and advance voting. Stakeholder meetings with the UEC, CSOs and political parties should be held regularly with voter education meetings starting approximately one year before the election. The frequency of holding meetings at national and sub-national levels should increase in the months leading up to Election Day.

Training: Develop more effective and regular training programs for the sub-commission staff and polling station officials to better understand all procedures especially on counting and tabulation. Build the capacity of the UEC and sub-commission staff, additional trainings on the topics of Information and technology, compliance with laws

¹ Observer Groups Referenced: European Union Election Observation Mission, The Carter Center, ANFREL, many domestic observation groups and civil society organizations including networks such as Electoral Reform Coordination Body (ERCB) and Election Education and Observation Partners (EEOP).

and procedures, and the broader principles of credible, inclusive and transparent elections will be of great benefit. Training of election officials should be conducted in a manner to specifically enhance adherence to procedures.

Voter List: Review and amend the current procedures and timeline for the voter list update and display to create a more accessible process for the voters. The UEC should build on the computerized voter list created for the 2015 elections, with a view to further updating, cleaning and revising to achieve universal suffrage and also for back up and security. Voter list displays should be held at each ward/village tract level in a timely manner that allows enough time for correcting, inserting and amending their names. The voter list should be sorted based on the updated household list. The voter list data should come from the GAD and the MoIP, but the data must be current, and updated with deceased removed and individuals that have turned 18 years old added.

Clarify the stipulation about the 180 days application period to transfer. The UEC should reduce the period required to transfer voter registration from 180 days to 90 days. Political parties and CSOs need to increase voter education activities and outreach to motivate the voters to check their names. Efforts should focus on including migrant workers into the voter list and improve the ethnic voter list and advance voter list. More transparency is needed in the development of the military voter list. Develop effective mechanisms for voter list registration for overseas workers, especially those who are staying where an embassy office is not based. The UEC's ward/village sub-commissions should assist IDPs to ensure that their name is properly registered on the voter list. The UEC sub-commissions should also provide the training to the IDP camps leaders on voter education and establish polling stations in IDP camps.

Observers did not see significant numbers of voters being turned away from voting on Election Day and the accuracy of the lists did not appear to be a significant problem. Nonetheless, the UEC should consider conducting an audit of the voter lists and reviewing procedures for amending the lists in advance of future elections to allay concerns. Open data such as statistics of the voter list like a clear breakdown of numbers of voters per constituency needs to be fully available as public information.

Advance Voting: Careful consideration needs to be given to the practice of advance voting, given prevailing doubts among some stakeholders as to its integrity. The current laws for out-of-country voting should be reviewed with the goal of developing a better system of managing logistics. The UEC should take a more supervisory role for all aspects of advance voting, including out-of-constituency advance voting. This will help to ensure consistent and appropriate application of regular procedures. Review advance voting procedures to guarantee a clear, secret and inclusive vote including stamping the ballot instead of a tick. The dates and locations for conducting advance voting and the deadlines to submit a voter's application for advance voting need to be reviewed and clarified and published in time, including on the UEC website. The period for the conduct of in-constituency advance voting could be reduced from the current 10 days to closer to Election Day. The UEC staff at ward/village tract and township level need more training on advance voting procedures. Personnel from other ministries such as MoFA that implement advance voting should receive specific training on advance voting procedures. Current manuals should be reviewed and possibly three separate advance voting manuals established: 1) in-constituency advance voting manual; 2) out-of-constituency advance voting, including military; 3) out-of-country advance voting. Consider more effective mechanisms for out-of-country voting for overseas workers, especially those who are staying where an embassy office is not based or work far from the embassy.

Polling and Counting and Results: The number and location of polling stations and the preliminary and final voter list should be published well in advance of the election and election results should be available immediately after the election.



The maximum number of voters per polling station should be between 1,000 and 1,500 (in exceptional cases 2,000) to avoid long queues and long distances for voters. In case a voter accidentally spoils a ballot paper, he/ she should be able to receive a new ballot. The UEC should introduce specific regulations if ballot papers are lost, or extra ballot papers are supplied. The secrecy of the vote must be ensured for all votes, including out-of-constituency.

Ensure that all polling stations are accessible by the voters, including elderly and people with disabilities; Increase the number of polling stations where infrastructure and transportation means are limited. Polling station members should be more sensitive towards persons with disabilities and the polling station layout should be designed to be more inclusive for persons with disabilities. Increase efforts to inform and educate stakeholders, including UEC sub-commissions, political parties, CSOs and voters, about disability inclusion, especially with regards to voting rights and polling accessibility.

The instructions for counting staff should be that a vote should be considered as valid so long as the intent of the voter is clear. There should be the right to a recount in a polling station. For future elections, the tabulation process should be more transparent by being fully accessible to accredited observers and all results forms made publicly available as soon as they are completed to ensure independent verification of results. A copy of Forms 16 and 16-A should also be displayed at the ward/village tract sub-commission and a copy of form 18 and 18-A should be displayed at the township sub-commission.

Observers: Review and reform the accreditation procedures to remove complex and onerous requirements so that every CSO can engage easily. All election stakeholders, including UEC sub-commissions and polling stations staff, should be aware of the role of election observers and accreditation cards, and receive precise instructions about how to respect their mandate. Allow observers to observe out-of-constituency advanced voting process.

Civic and Voter Education: The UEC should coordinate with CSOs to undertake intensive voter education campaigns to raise awareness of voters. The UEC should take an even more proactive role on voter education and voter information, including for voter registration, and such programs should be inclusive and provided in various ethnic languages and must also reach outlying areas by starting earlier. CSOs should continue to encourage voters, especially those in underrepresented communities, to participate in the process. Future voter education activities should include more posters, pamphlets, billboards, mass media such as TV and radio spots as well as Facebook and other social media networks, loudspeakers, and also face-to-face to Q&A from voters.

Candidate Nominations: For candidate nominations, the required documentation for proof of citizenship and residency need to be clarified and fair and consistent procedures adopted for the checking of documentation across all candidates. This will help to ensure both election administration and prospective candidates have a clear and consistent understanding of what is required, and fair and consistent procedures adopted for the checking of documentation of all candidates. The UEC should also publicize the basis of its decisions and should review the candidate scrutiny procedures used to determine whether they were applied in a consistent and equitable manner that did not unfairly disadvantage ethnic and religious minorities.

Clear criteria for candidate nomination should be introduced that includes the level of education and other requirements. Procedures should be established for the UEC to consult political parties if two different political parties nominate the same candidate, or a single party nominates two candidates in a given constituency. The period to submit candidate nominations should be extended and the UEC should announce candidate lists in a timely and transparent manner. A legal amendment should be adopted to provide for a procedure to replace a candidate if he/ she passed away, or was disqualified before Election Day.

Campaign: There should not be limitations on freedom of assembly and association that may unduly impact on the general environment for the elections. The requirement for notification of public campaign events is reasonable, but the period of notice currently required is excessive. Parties should be able to provide notice of a far shorter period, such as 48 or 72 hours. The campaign period could be longer than sixty days because of transportation difficulties in some larger constituencies.

There should be effective and timely mechanisms to deal with instances of hate speech during the campaign and political parties should respect the commitments made in the code of conduct, including refraining from using religious and racially discriminatory language. Monitoring committee(s) will be most effective if established well in advance of the start of the election campaign.

Campaign expense reports should be submitted to the UEC township sub-commission and the township sub-commission should ensure all reports are distributed to district sub-commissions in a timely manner. A group that monitors campaign expenditures, in-going and out-going, should be established (for example a Campaign Finance Oversight Committee). Findings of this oversight committee should be posted at district level notice boards. Candidates should be trained on the procedures for filling and submitting Form 20 (UEC Form used for campaign finance reporting on income and spending). Form 20 should be reviewed and simplified. The period to submit campaign finance reports should be extended. Consideration could be given to increasing the campaign expenditure limit for candidates for the Upper House, as the territory they cover is far greater than candidates for the Lower House.

Electoral Dispute Mechanism: It must be ensured that Election Tribunals are independent of the UEC. The UEC should be the primary court for election disputes resolution, and the Union Judiciary Court should be the appellate/final decision making authority. There should be a clear and reasonable time limit for decisions on post-election legal challenges. Ensure that cases are heard without delay to minimize the impact on the rights of the complainants and defendants. Reduce filing fee for complaints and the fee required for the submission of a challenge to the results of an election should be refundable in case of a successful claim. As possible, minimize additional costs for complainants, including the relocation of hearings to states and regions where appropriate. Objections should be filed at district sub-commission instead of the UEC in Naypyitaw and the adjudication process should at least be decentralized at the state/region level. Make decisions available on the UEC's website for public review in a timely manner.

Develop a more pragmatic mechanism to mediate complaints. Mediation Committees should be established in laws and by-laws with clear instructions about procedures, decisions and appeals.



ပြည်သူ့လွှတ်တော်ကိုယ်စားလှယ်

ဆန္ဒမဲပုံ

Strategic Pillar 1: Legal Framework and Parliamentary Relations

Champion : Tribunal Department

Strategic Goal : To propose to relevant Hluttaws (Parliament) revisions and amendments of the electoral laws and By-laws, based on the outcomes of post-election reviews and discussions and the recommendations from the UEC, political parties, region/state sub-commissions and observers, ensuring all stakeholders understand and have access to the electoral process in line with the legal framework.

Strategic Objectives :

- 1.1 Review and amend the electoral laws and by-laws based on the recommendation from post-election reviews with UEC, region/state sub-commissions, political parties and CSOs and recommendations from observer reports, taking consideration of gender equality and more participation of ethnic communities and persons with disabilities.
- 1.2 Propose amendments to the laws for parliament (Pyidaungsu Hluttaw) to consider, and continue to review the laws and collaborate among Hluttaw, relevant committees, and Hluttaw representatives before 2020 elections.
- 1.3 Revise and re-draft the electoral working guidelines and codes of conduct in accordance with amended laws and by-laws.
- 1.4 Publish online and in print electoral laws, by-laws, regulations, working guidelines, instructions, codes of conduct for political parties and Hluttaw candidates and translate key parts into main ethnic languages and disseminate to ensure everyone understands.
- 1.5 Educate broadly and effectively the different levels of sub-commissions, political parties and candidates on electoral laws and by-laws.
- 1.6 Review and analyze the laws and by-laws during the post-election period.

Promote inclusive participation by considering the rights of all eligible voters from various backgrounds including men, women and persons with disabilities. Be more inclusive by applying international standards such as the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and the Convention on the Rights of Persons with Disabilities (CPRD).

Conflict Sensitivity and Prevention: To support pragmatic recommendations to reform electoral laws, to enhance inclusion that ensures all stakeholders have access to such laws and to avoid unnecessary disputes or conflicts.

Outputs:

1. Being able to review and revise the electoral laws, by-laws, working guidelines, directives, instructions and codes of conduct based on the recommendations from post-election reviews and observer reports.
2. People are more aware of the electoral process, due to a comprehensive dissemination of laws, by-laws, working guidelines and codes of conduct.
3. Improved electoral processes through revised laws and by-laws.

Impact:

By submitting the revised laws, by-laws, working guidelines and codes of conduct to the parliament for approval that will improve electoral processes, this strategic objective will help to improve the basic foundation for democracy and electoral processes.

Strategic Pillar 2: Institutional and Professional Development

Champion : Administration and Finance Department

Strategic Goal : To address challenges in the electoral process, and to enhance and strengthen the capacity of the staff so that the UEC can work effectively.

Strategic Objectives :

- 2.1 Recruit transparently in accordance with the guidelines; expand human resources; adopt promotion policies based on assessing of the qualification and performance of staff. (Such policies should incorporate gender equality, persons with disability and ethnic people.)
- 2.2 Form a training unit at the UEC in order to enhance the capacity of the UEC staff.
- 2.3 Conduct trainings on elections, and on civil servants' laws, by-laws, rules, regulations and codes of conduct.
- 2.4 Educate new staff and other associated staff who come from other ministerial departments, so that they can work effectively on elections.
- 2.5 Conduct electoral related cascade trainings for the Commission, sub-commissions, polling station officers and polling staff so that they have a better understanding of their roles and responsibilities and are able to deal with voters and political parties.
- 2.6 Hold awareness discussions on the roles and responsibilities and conflict sensitivities with security bodies, the UEC, respective CSOs, technical experts, political parties, observers and other stakeholders.
- 2.7 Conduct a needs assessment in order to enhance the staff capacity during the post-election period.
- 2.8 Establish the Union Election Academy (UEA) to ensure UEC staff are well equipped and officially certified.

Through training, ensure greater inclusion and access in UEC's recruitment and promotion practices.

Conflict Sensitivity and Prevention: UEC staff should comply with codes of conduct, and needs to be well trained to engage with all stakeholders and address issues effectively.

Outputs:

1. Establish a training unit/new center that facilitates interactive modules.
2. Develop human resource policies to maximize efficiencies of UEC staff.
3. Improve the skills of the staff.

Impact:

This goal will increase the technical skills and provide equal opportunities for staff at the UEC and sub-commission level to ensure staff are responsive and service-oriented, ultimately leading to a UEC that is more functional and sustainable.





"Your help is required for an accurate voter list "



- ✓ Please submit Form 3 for the additions of your name to the voter list.
- ✓ Please submit Form 4 C for the corrections of your details.
- ✓ Please submit Form 4 for the deletion of the deceased or ineligible voters.

Form 3

Form 4-C

Form 4

Forms can be requested at the respective Ward/Village Tract Sub Commissions and the voters should submit the necessary forms within 14 days after the voter list is displayed.

Strategic Pillar 3: Voter Registration and Data Management

Champion : Research and Archive Department, Secretary of State/Region Sub-commissions

Strategic Goal : To prepare an accurate voter list that ensures all eligible voters are included in the list; request documents from the GAD and Immigration and National Registration Department (INRD) in preparation for voter list update; request support from CSOs in preparing voter education about the voter list; collaborate with political parties and media to get voters involved; provide support as required when voters come and check the preliminary voter list; save the voter list in central server; and keep updating the voter list.

Strategic Objectives :

- 3.1 Adopt a methodology of voter list preparation that helps to establish a comprehensive and accurate voter list.
- 3.2 Include representatives from GAD and INRD in forming working committees that will help to implement the voter list.
- 3.3 Develop an implementation plan for updating voter list.
- 3.4 Plan and propose the budget required for updating voter list; ensure adequate budget, and request support from international organizations.
- 3.5 Form and assign teams to prepare the voter list.
- 3.6 Provide trainings for voter list preparation.
- 3.7 Make plans to pilot voter list preparation and implementation.
- 3.8 Develop and implement a work plan to persuade voters to participate in the voter list preparation.
- 3.9 Develop and implement a work plan to collaborate with political parties, CSOs and the media.
- 3.10 Prepare the voter list for each constituency and save it in the central server.
- 3.11 Announce and display preliminary voter list so that eligible voters are able to check their names on the list, and make corrections as required. Maintain all data in the central server, and ensure accessibility online.
- 3.12 Following the corrections, announce final voter lists for each polling station on the Election Day at relevant ward/village-tract sub-commissions.
- 3.13 Make ongoing corrections as required to maintain a comprehensive and accurate voter list.

Enhance inclusion of the voter list by ensuring every eligible voter is registered.

Conflict Sensitivity and Prevention: Encourage the inclusion by having political parties, CSOs, the media and voters check the voter lists, and enhance inclusion by carrying out special programs for voters in remote areas and conflict zones.

Outputs:

1. A new voter registration strategy has been established.
2. National voter list stored in the central server of the UEC and accessible online.
3. Increased number of eligible voters who have supported the voter list update.

Impact:

This goal will increase the accuracy of the voter list so that all eligible voters will be able to vote and enable the UEC to update the list more easily and efficiently for future elections.

Strategic Pillar 4: Electoral Operations

Champion : Elections Department

Strategic Goal : To enhance the institutional capacity of the UEC to ensure credible elections; to have a more open and simple process so that stakeholders and voters can understand easily; to have a more transparent and accurate implementation of the advance voting process to increase credibility; to have the timely and accurate announcement of the results; to have full cooperation with MoHA related ministries in different level of committees for electoral security management; and to plan and manage electoral operations efficiently and peacefully.

Strategic Objectives :

- 4.1 Plan the timetable of electoral processes to hold successful elections.
- 4.2 Identify funding needs and develop an operational budget plan.
- 4.3 Develop an operational and budget plan in the event of by-elections, and prepare for the 2020 electoral process by learning lessons from the by-elections.
- 4.4 Enhance integrity measures of the elections to prevent fraud.
- 4.5 Cooperate fully with different levels of electoral security management committees formed by MoHA or relevant ministries.
- 4.6 Collaborate with relevant ministerial departments on communication and transportation of electoral materials and ballot papers to ensure they reach relevant polling stations, and when electoral results are to be announced.
- 4.7 Develop a comprehensive electoral budget for the UEC, differentiating between institutional and operational expenses, including costs for implementing strategic objectives and having to support cost for other ministries to provide security for voter list preparation or polling.
- 4.8 Establish effective communication between the UEC and sub-commission offices to improve the supervision and flow of information.
- 4.9 Enhance effectiveness of operations by checking, maintaining and upgrading the equipment and communication devices required by sub-commission offices.
- 4.10 Designate polling stations that can be more accessible to all, guided by the recommendations from disabled persons organizations (DPO) and laws.
- 4.11 Ensure that the ballots and other electoral kits for each constituency arrive at the polling station on time as stated in the electoral timeline, and securely store sensitive electoral material.
- 4.12 Publish electoral information and news on the UEC's website so that it is accessible to stakeholders.
- 4.13 Conduct the advance voting process with transparency and integrity so that it gains more trust and credibility.
- 4.14 Enhance the transparency of the advance voting process by designating and announcing the days for advance voting, ensuring the observers and parties' agents have access.
- 4.15 Supervise the announcement of elections results so that it can reach the public in a timely manner and with fewer errors.
- 4.16 To enhance transparency, ensure quick and timely announcements of elections results through state-run media, the UEC's Information Center and website.
- 4.17 Audit the electoral expenditures of each sub-commission.
- 4.18 Prepare a work plan for by-elections for vacant seats in 2021-2022, following the 2020 elections.

Distribute electoral information in different ethnic languages, ensure persons with disabilities have access to polling stations, and enhance inclusion overall. (e.g. Braille template for persons with visible impairments)

Samples of Valid Vote



Sample 1:
Ballot where it is clear that only one candidate is stamped



Sample 2:
Ballot stamped for one candidate with the stamp in alternating directions



Sample 3:
Ballot where at least 5 out of 9 grid blocks of stamp are on one candidate



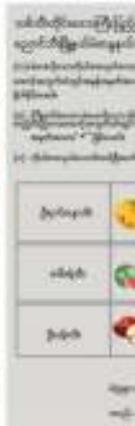
Sample 4:
Ballot that is stamped on the name of one candidate



Sample 5:
Ballot that is stamped on the party logo of one candidate



Sample 6:
Ballot where it is clear that only one candidate is stamped



Sample 7:
Ballot where it is clear that only one candidate is stamped

Remark

Above are some examples of valid ballots. Ballots that have the

Samples of Invalid Vote



Sample 1:
Ballot where it is not clear which candidate is stamped



Sample 2:
Ballot where it is not clear which candidate is stamped



Sample 3:
Ballot that is stamped completely outside of the allocated stamp area



Sample 4:
Ballot that is torn



Sample 5:
Ballot without the signature of the Polling Station Officer



Sample 6:
Ballot that is not stamped by the voter

Remark

Above are some examples of invalid ballots. Ballots that have th



Sample 8: Ballot where it is clear that only one candidate is stamped

Sample 9: Ballot that is stamped more than one time but only for one candidate

Sample 10: Ballot that is stamped more than one time but only for one candidate

Sample 11: Ballot that is stamped more than one time but only for one candidate

Sample 12: Ballot that is stamped more than one time but only for one candidate

Sample 13: Ballot where the first stamp is in the row of a candidate and the second stamp is also in the row of the same candidate

same nature as these samples shall be considered valid.



Sample 7: Ballot that is stained

Sample 8: Ballot that is marked

Sample 9: Ballot that is stamped for more than one candidate

Sample 10: Ballot that is stamped for two candidates

Sample 11: Ballot where the first stamp was in the row of a candidate and at least 5 out of 9 grid blocks of second stamp was in the row of another candidate

same nature as these samples shall be considered invalid.

of Constituency



Sample - 7
Ballot that is ticked between the grids of candidate name and symbol of party

Sample - 8
Ballot that is ticked between the grid of symbol of party and the grid to stamp

Sample - 9
Ballot that the tick is reversed direction

Sample - 10
Ballot that the tick is not clear

Sample - 11
Ballot that is ticked in more than one grid

Sample - 12
Ballot that is included the name and signature of responsible official and the stamp of sub-commission on the back of the ballot additionally, the ballot is ticked according to the valid criteria in previous samples

same nature as these samples shall be considered valid.

of Constituency



Sample - 6
Ballot that is unclear which candidate is voted

Sample - 7
Ballot that is unclear which candidate is voted

Sample - 8
Ballot that is unclear which candidate is voted

Sample - 9
Ballot that is ticked for more than one candidate

Sample - 10
Ballot that is not included the name and signature of responsible official and the stamp of sub-commission on the back of the ballot

same nature as these samples shall be considered invalid.

Conflict Sensitivity and Prevention: In coordination with community leaders, political parties and CSOs, security management committees should take special measures to ensure the safety of voters heading to the polls in conflict areas.

Outputs:

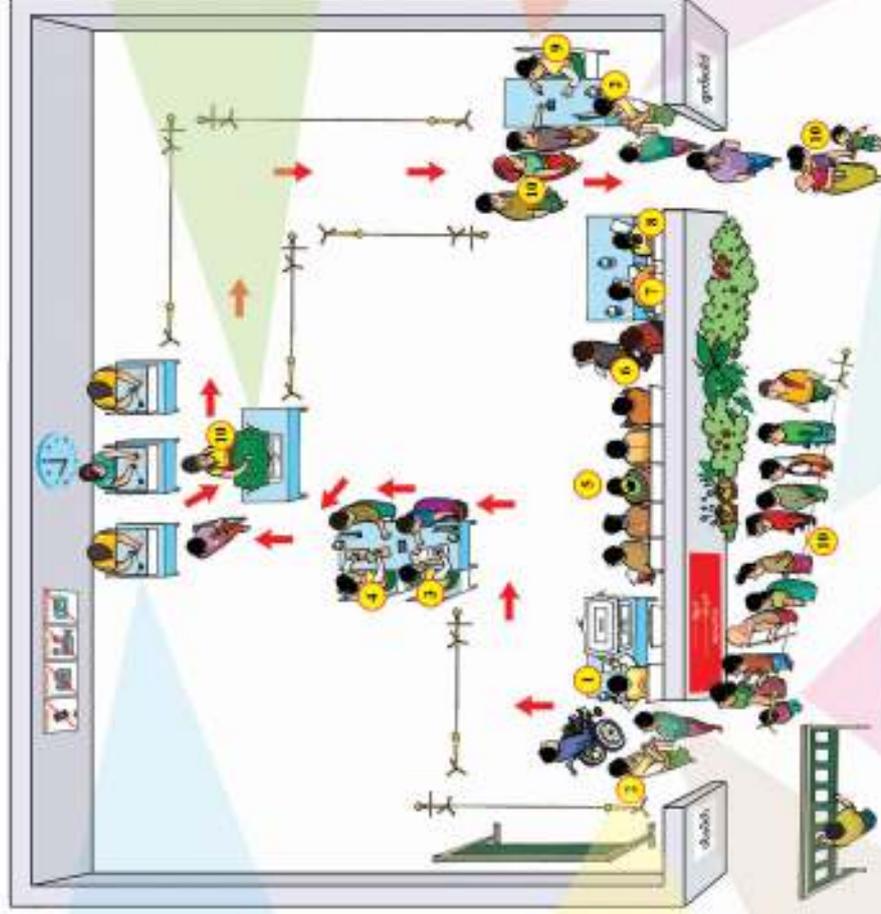
1. Transparent, credible and improved electoral operations by systematic, advanced planning.
2. Improved electoral process preparations based on lessons learned and analyzing potential difficulties.
3. Improved and maintained public trust.
4. More integrity measures implemented to prevent fraud and build trust; proactive measure coordinated between the UEC and sub-commission.

Impact:

This goal will increase the efficiency and improve the performance of electoral management to enhance integrity, transparency and credibility of the elections.



Polling Station Layout



The Deputy Polling Station Officer shall take the stamp cover off the stamp and keep it at all times.

There will be two Polling Station Security Officers. The first shall check for ink on the finger of voters at the entrance of the polling station.

Polling Station Team shall make sure to post the Results Form (16) after counting ballots.

Remember to let persons with disabilities, elderly voters, pregnant women, and women carrying children into the polling station first.

Remember to queue calmly. There is enough time for everyone to vote.

Polling Station Team shall tightly secure seals to all four sides of the ballot box for the 2017 by-elections.

Remember to check that there is enough ink in the bottle and to shake the bottle before usage.

The second Security Officer shall check that the finger of voters are inked before exiting the polling station.

1. Polling Station Officer
2. Polling Station Security Officer
3. Voter List Checker for Huttaw
4. Ballot Paper Issuer for Huttaw Election/
Candidate/Candidate Agent/
Polling Station Agent/
Assistant
6. Domestic/International Observers
7. Ward/Village tract sub-commission members
8. Deputy Polling Station Officer
9. Ink Marker
10. Voters



Remember not to take selfie, photo, video or recording inside the polling station.

Strategic Pillar 5: Civic and Voter Education

Champion : Research and Archive Department, External Relations Department

Strategic Goal : To enhance public awareness of the electoral process and increase the participation of all citizens through coordinated and effective civic and voter education.

Strategic Objectives :

- 5.1 Expand civic and electoral knowledge by conducting in-house trainings for UEC and sub-commission, and monitor the effectiveness of the trainings by developing an educational action plan.
- 5.2 Publish voter education materials, such as manuals, pamphlets and posters, in Myanmar language and as many other ethnic languages as possible.
- 5.3 Ensure that stakeholders have access to electoral information and materials on the UEC's website and social media platforms.
- 5.4 Strive for greater cooperation and coordination between the UEC, sub-commissions and all stakeholders to improve the delivery of voter and civic education.
- 5.5 Collaborate with mass media outlets, such as television, radio and newspapers, to disseminate electoral information to voters and first-time youth voters.

Enhance inclusion of civic and voter educations through targeting women, youth, persons with disabilities and ethnic communities.

Conflict Sensitivity and Prevention: To enhance voter education in ethnic languages to support peaceful participation in electoral processes.

Outputs:

1. Curriculum and schedule developed, training conducted.
2. More education materials published and distributed in ethnic languages.
3. The broadcast of voter education messages on the UEC's website, social media and across mass media outlets.
4. A national civic and voter education coordination plan is developed with all stakeholders.

Impact:

This goal will enhance participation and contribute to developing a more democratic culture. Effective civic and voter education leads to more active and meaningful participation.



1



Check the voter list

2



Queue up

3



Show your hands

4

Pyithu
Hluttaw

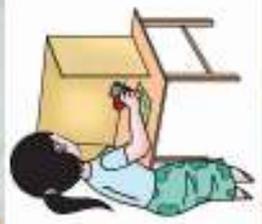
Check your name
on the Voter List



Collect your
Ballot



Stamp your
Ballot



Cast your
Ballot



8



Ink your Little left finger

5

Amyotha
Hluttaw



6

State/
Regional
Hluttaw



7

Ethnic
Repre-
senta-
tive



"Voters who qualify to elect an ethnic representative get a fourth ballot"

How to Vote?



Strategic Pillar 6: Electoral Dispute Resolution

Champion : Tribunal Department

Strategic Goal : To make the electoral dispute resolution (EDR) process more effective and transparent to address complaints likely to be lodged at different stages of the electoral process including complaints about the nomination of candidates, disputes likely to happen during campaign periods, and objections to the electoral results.

Strategic Objectives :

- 6.1 Review the EDR laws and procedures, and develop and approve special EDR procedures to address complaints and objections.
- 6.2 Educate political parties, candidates and the public about electoral offenses, misconducts and EDR procedures, raise awareness of when, where and how to file a complaint to the mediation committees or to the Tribunal.
- 6.3 Ensure that different levels of UEC sub-commissions are assigned with an exact mandate, and trained to resolve disputes and complaints that occur before, during and after elections.
- 6.4 Form tribunals to accept objections, hear and resolve the cases at the UEC office and other areas across the country so that the public can access the judicial system; and approve resolutions.
- 6.5 Hear, resolve and judge the appeals by either the objector or the one who objected if they were not satisfied with the resolution of the tribunal, and carry out appeals in a transparent manner.
- 6.6 Form different levels of electoral mediation committees to resolve disputes and objections likely to occur before and during the elections, design and train the mandate and procedures of the committee.
- 6.7 Hear and transparently resolve electoral disputes, objections and appeals so that the process is stronger and more transparent; record the cases in the computer; record and pass resolutions by using the case tracking system (CTS) of objection cases; and announce the resolutions.

Enhance inclusion through dispute resolution in a transparent and accessible manner.

Conflict Sensitivity and Prevention: To train mediation committees at township level, and to effectively address the concern and misperception between candidates.

Outputs:

1. Complaints on election results will be reduced in the post-election period by addressing the disputes, that were raised during pre-election and on Election Day in a transparent manner, and by holding decentralized hearings.

Impact:

Resolution of complaints and disputes among candidates and political parties in transparent manner will lead to credible elections.





လမ်းဆုံလမ်းခွက
ရုံအမှတ် (၂)

အဝတ်

အဝတ်အစားအသွယ်
အသုံးပြုရန်

Strategic Pillar 7: Stakeholder Relations

Champion : External Relations Department

Strategic Goal : To use strategic communications to enhance relationships that will increase transparency and build trust in the electoral process.

Strategic Objectives :

- 7.1 Centralize communications to ensure the effective and accurate dissemination of information to all stakeholders. (If necessary, disseminate in respective ethnic languages)
- 7.2 Ensure the electoral process runs smoothly by coordinating with both domestic and international organizations, maximizing electoral resources.
- 7.3 Establish a mechanism/procedure to improve communications with all sub-commission officers.
- 7.4 Through regular engagement, establish a better relationships with all stakeholders especially sub-commissions, CSOs, respective ministries, political parties, village/ward administrators and respected elders.

Enhancement of all inclusion through ethnic cultural societies, LGBTQI, DPOs, youth organizations, women federations and by holding workshops between political parties and representatives from CSOs.

Conflict Sensitivity and Prevention: To hold regular coordination meetings with all stakeholders at union level and state/region/district/township levels that will update and exchange information.

Outputs:

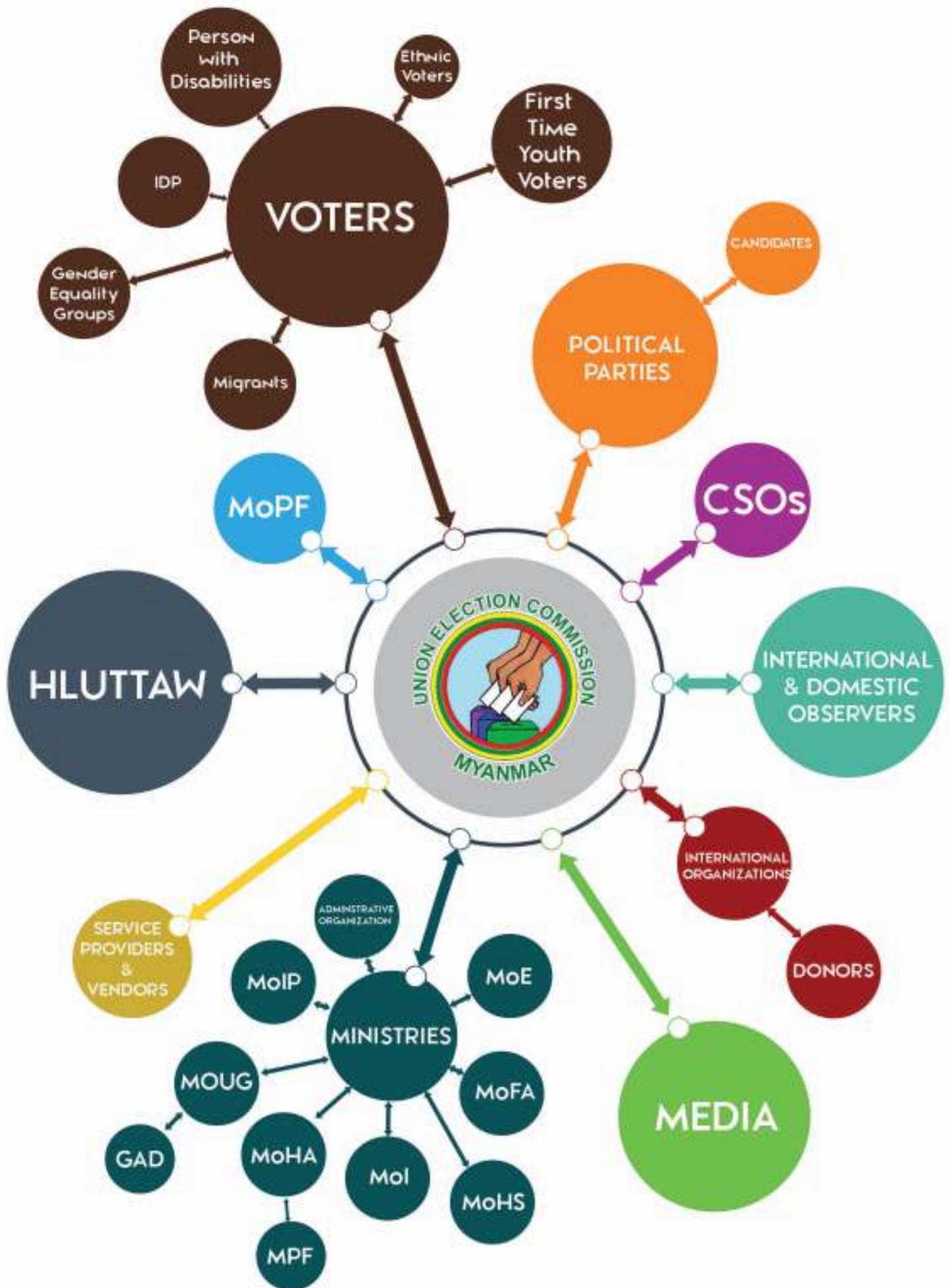
1. The distribution of notifications and information by the UEC in a timely and effective way to all stakeholders.
2. A schedule of approved activities including capacity building and training to be conducted by international organization and CSOs with the UEC.
3. Established mechanism to communicate with UEC and all sub-commissions offices.

Impact:

This goal will build trust and understanding between the UEC and all stakeholders, as well as demonstrate transparency and independence. It will also maximize the impact of all electoral support provided by international and local organizations.



Electoral Stakeholders



Strategic Pillar 8: Promotion of Inclusive Participation

Champion : External Relations Department

Strategic Goal : To ensure the equal participation of all genders, ethnic groups, youth, persons with disabilities and IDPs by removing barriers and discrimination throughout the electoral process.

Strategic Objectives :

- 8.1 To ensure full participation and equal opportunity for all genders, ethnic groups, youth and persons with disabilities at all levels of UEC and sub-commissions, including decision-making levels, leading to greater diversity and inclusion.
- 8.2 To remove physical, environmental, communication and institutional barriers that limit equal participation in elections.
- 8.3 To promote inclusive elections by developing policies and activities that raise awareness and challenge accepted social and traditional practices and utilize strategies to counter hate speech and disinformation.

Enhancement of inclusive participation is essential to ensure the right of all people to vote.

Conflict Sensitivity and Prevention: Develop strategies to include people displaced by conflicts, and ensure they receive voter education and have a safe environment to access polling stations.

Outputs:

1. The collection of baseline data and analysis to inform the development of inclusive policies.
2. The creation of policies and action plans that promote the inclusive participation in the UEC and sub-commissions and in the elections.
3. Improved practices and procedures to promote inclusive participation in elections.

Impact:

This goal will identify and address barriers to inclusive participation of all genders, ethnic groups, youth, IDPs and persons with disabilities in elections.





Strategic Pillar 9 : Political Party/Candidates Compliance and Campaign Finance

Champion : Elections Department

Strategic Goal : To ensure that political parties and Hluttaw candidates respect and comply by the prescribed electoral laws, rules and regulations, and the election campaigns and expenditures do not exceed the limit.

Strategic Objectives :

- 9.1 Conduct educational programs for candidates (including women and persons with disabilities) to understand the provisions contained in the Political Parties Registration Law, by-laws, relevant electoral laws and by-laws.
- 9.2 Identify, develop and distribute the code of conduct for political parties and candidates.
- 9.3 Educate political parties about budgeting, recording electoral expenses, bookkeeping and monitoring compliance.
- 9.4 Conduct educational programs on to the submission of nominations for candidates, election agents, polling station agents and assistant agents.
- 9.5 Ensure that political parties and all candidates monitor their own compliance with the laws, rules and regulations during electoral campaigns.
- 9.6 Conduct education programs about electoral offenses, punishments and misconduct prescribed in relevant electoral laws, and extract, publish and distribute the information.

Enhance inclusive participation through educating political parties about the importance of equality and accessibility.

Conflict Sensitivity and Prevention: Increase the education for candidates about the importance of compliance with the law and by-laws, and encourage compliance with the code of conduct during the campaign.

Outputs:

1. User-friendly procedures and better access to information for increased compliance with the laws by-laws and rules by political parties and candidates.

Impact:

This goal will help promote a better understanding of the laws, by-laws and rules to enhance free and fair competition.



Strategic Pillar 10 : Election Observation

Champion : Elections Tribunal, External Relations Department, State/Region Sub-Commissions

Strategic Goal : To enhance transparency and credibility by strengthening the electoral observation process.

Strategic Objectives :

- 10.1 Enact election observation in the electoral legal framework.
- 10.2 Supervise election observation groups and observers to ensure that they comply with the code of conduct.
- 10.3 Increase cooperation among stakeholders regarding electoral observation plans including security measures.
- 10.4 Educate stakeholders including voters, UEC sub-commissions and election observers, ensuring they know and understand the role of electoral observers.

Enhance inclusive participation by legally accrediting members of observation teams including women, youth, persons with disabilities, LGBTIQ and ethnic groups.

Conflict Sensitivity and Prevention: Ensure electoral observers to have a safe and secure environment and access to polling stations.

Outputs:

1. Revised and updated legal framework based on the observers' recommendations.
2. Improved compliance of the observers' code of conduct by disseminating these electoral materials.
3. Enhanced the transparency of the electoral process.

Impact:

This goal will enhance the credibility of the democratic electoral process in line with the revised legal framework, based on the recommendations provided by electoral observers.



Strategic Pillar 11 : Monitoring, Evaluation, Review and Planning

Champion : Union Election Commission

Strategic Goal : To monitor the implementation of the Strategic Plan; review implementation progress and revise as necessary; and to gather electoral resources from all stakeholders in order to reach strategic goals successfully.

Strategic Objectives :

- 11.1 Establish a monitoring and evaluation unit to provide oversight and to report on the implementation of each strategic pillar.
- 11.2 Elicit feedback and recommendations from stakeholders through consultations.
- 11.3 Submit implementation progress to the UEC for review and propose recommendations for modifications to the Strategic Plan.
- 11.4 Compile and submit observer recommendations and comparative country examples for UEC to review.
- 11.5 All the electoral related data, reports and materials used are published on the Open Electoral Data website and on the UEC website for public access and provide a reference for UEC and sub-commissions to review throughout the electoral cycle.
- 11.6 Establish a planning committee to conduct post-election review to gather lessons learned, analyze existing electoral data down to township level and submit reports that highlight risks or vulnerabilities and mitigation strategies to protect the integrity, target specific issues and areas, improve the quality of elections and modify strategic goals and objectives when required.

Enhance inclusive participation by publishing data and information that state who participated in the electoral process and recommendation for improvement.

Conflict Sensitivity and Prevention: Develop a strategy to identify and mitigate the risks at union and regional level, in consultation with all stakeholders.

Outputs:

1. Internal capacity developed through an M&E unit to provide regular reporting and lead the research and revision of policy and planning.
2. Establishment of a Planning Committee to conduct reviews and analyze research, as needed.

Impact:

This goal will support a self-reflective approach through evaluating lessons learned from the previous elections to solve potential challenges, review the operations procedures between the UEC and the sub-commissions and coordinate among stakeholders, with the overall goal of enhancing democratic elections.





Strategic Pillar 1: Legal Framework and Parliamentary Relations

Strategic Goal: To propose to relevant Hluttaws (Parliament) revisions and amendments of the electoral laws and by-laws, based on the outcomes of post-election reviews and discussions and the recommendations from the UEC, political parties region/state sub-commissions and observers, ensuring all stakeholders understand and have access to the electoral process in line with the legal framework.

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/Target
1.1	Review and amend the electoral laws and by-laws based on the recommendation from post-election reviews with UEC, region/state sub-commissions, political parties and CSOs and recommendations from observer reports, taking consideration of gender equality and more participation of ethnic communities and persons with disabilities.	<p>1.1.1 Form a committee to review and revise electoral laws, by-laws and regulations.</p> <p>1.1.2 Review and revise the laws.</p>	<p>UEC</p> <p>Reviewing and revising committee</p>	<p>1. No. of committees formed (3)</p> <p>1. No. of reviewing and coordination meetings (4 times: once in every 6 months to be completed in two years)</p> <p>2. No. of laws revised (5)</p>	<p>2019</p> <p>2019-2020</p>
1.1.1		1.1.3 Hold coordination meetings on amendments with political parties, DPOs, CSOs, and relevant ministries.	UEC Reviewing and revising committee	<p>1. No. of coordination meetings (4 times: once in every 6 months to be completed in two years)</p> <p>2. No. of laws revised (5)</p>	2019-2020
1.1.4		Form a committee to review and revise electoral laws, by-laws and regulations.	UEC	1. No. of committees formed (3)	2019
1.1.5		Revise/amend by-laws in accord with promulgated laws.	Reviewing and revising committee	<p>1. No. of coordination meetings (4 times: once in every 6 months to be completed in two years)</p> <p>2. No. of by-laws revised (4)</p>	2019-2020
1.1.6		Hold coordination meetings on the amendments to the by-laws with political parties, DPOs, CSOs, and relevant ministries.	UEC Reviewing and revising committee	<p>1. No. of coordination meetings (4 times: once in every 6 months to be completed in two years)</p> <p>2. No. of by-laws revised (4)</p>	2019-2020

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/Target
1.2	Propose amendments to the laws for parliament (Pyidaungsu Hluttaw) to consider, and continue to review the laws and collaborate among Hluttaw, relevant committees, and Hluttaw representatives before 2020 elections.	<p>1.2.1 Submit the amended bill to the Hluttaw.</p> <p>1.2.2 Continue to review the laws, and collaborate with the Hluttaw, relevant committees, and Hluttaw representatives before the 2020 elections.</p>	UEC	<ol style="list-style-type: none"> No. of bills submitted to relevant Hluttaw (1) No. of amendments according to the feedback of Hluttaw (Depending on the response and action of Hluttaw) 	Designated period of proposal
1.3	Revise and re-draft the electoral working guidelines and codes of conduct in accordance with amended laws and by-laws.	<p>1.3.1 Revise and distribute working guidelines based on the amended laws and by-laws, in consultation with different sub-commissions.</p> <p>1.3.2 Revise and distribute the codes of conduct based on the amended laws and by-laws.</p>	<p>Hluttaw UEC Relevant Committee Hluttaw representatives</p> <p>UEC Sub-commissions Political parties</p>	<ol style="list-style-type: none"> No. of times there was collaboration with the Hluttaw (1) No. of times there was collaboration with relevant committees (depending on the response and actions of the Hluttaw) No. of times there was collaboration with the Hluttaw representatives (depending on the response and action of the Hluttaw) <ol style="list-style-type: none"> No. of meetings between the UEC and sub-commissions (12 times: every 2 months in 2 years) Working guidelines are amended (5) No. of times working guidelines are published (104,000) No. of distributed working guidelines and codes of conduct (1 COC + 5 working guidelines) <ol style="list-style-type: none"> No. of coordination meetings between the UEC and stakeholders to revise the codes of conduct (4 times: once every 6 months in 2 years) Amended codes of conduct (1) No. of COCs based on laws and by-laws distributed to CSOs, observers, sub-commissions and political parties (1) 	2019-2020

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/Target
1.4	Publish online and in print electoral laws, by-laws, regulations, working guidelines, instructions, codes of conduct for political parties and Hluttaw candidates and translate key parts into main ethnic languages and disseminate to ensure everyone understands.	<p>1.4.1 Publish online and in print the amended laws and by-laws and distribute in ethnic languages.</p> <p>1.4.2 Publish the amended working guidelines, instructions and code of conduct; distribute in ethnic languages.</p> <p>1.4.3 Raise public awareness and educate people on the provisions of amended laws and by-laws that voters should know.</p>	<p>UEC Reviewing and revising committee Sub-commissions,</p> <p>UEC Sub-commissions Political parties Respective CSOs Media</p> <p>UEC Sub-commissions Respective CSOs General public</p>	<p>1. No. of laws and by-laws published (600,000 books)</p> <p>2. No. of distributed copies of laws and by-laws (600,000 books)</p> <p>3. No. of distributed materials in ethnic languages (est. 35,000 books)</p> <p>4. Type of laws/by-laws accessible on the UEC website (5)</p> <p>1. No. of publications of working guidelines, instructions and code of ethics (est. 110,000)</p> <p>2. No. of distributed working guidelines, directives, codes of conduct (est. 110,000)</p> <p>3. No. of materials distribution in 7 ethnic languages (est. 35,000)</p> <p>4. No. of laws/by-laws accessible on the UEC website (est. 5 - Kachin, Chin, Kayah, Shan and Kayah)</p> <p>1. No. of educational campaigns ran through social media (24 times: held monthly for 2 years)</p> <p>2. No. of materials distributed through CSOs (est. 300,000)</p>	2019-2022



No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target	
1.5	Educate broadly and effectively the different levels of sub-commissions, political parties and candidates on electoral laws and by-laws.	1.5.1	Educate different levels of sub-commissions on electoral laws and by-laws.	UEC Sub-commissions	1. Type of trainings (7) 2. Duration of trainings 3. No. of participants (est. 220,000)	May - September 2020
		1.5.2	Educate political parties on electoral laws and by-laws.	UEC and Political Parties respective CSOs	1. No. of meetings held (8 times: once in every 6 months in 4 years) 2. Agents from the political parties educated (95) 3. No of laws, by-laws distributed (190:2 types x 95 parties = 190 books)	June-September 2020
		1.5.3	Educate candidates on electoral laws and by-laws.	UEC and Candidates	1. No. of meetings completed (8 times: once in every 6 months in 4 years) 2. No. of candidates from political parties educated (est. 95) 3. No. of laws and by-laws distributed (2 types: law + by-law)	August-September 2020
		1.5.4	When asked, provide legal advice to the UEC, to different levels of sub-commissions and to parliaments.	Legal Advisory Board	1. Provision of legal advice to the UEC 2. Provision of legal advice in response to questions from the parliament 3. Provision of legal advice to different levels of sub-commissions	2019-2022 (as per the periods of Hluttaw sessions)
1.6	Review and analyze the laws and by-laws during the post-election period.	1.6.1	Hold coordination meetings with stakeholders and review the 2020 elections post-election report.	UEC Stakeholders	1. No. of total coordination meetings (4 times: once in every 6 months in 2 years) 2. No. of reviews of the reports (4 times: once in every 6 months in 2 years)	2021-2022

Strategic Pillar 2: Institutional and Professional Development

Strategic Goal: To address challenges in the electoral process, and to enhance and strengthen the capacity of the staff so that the UEC can work effectively.

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/Target
2.1	Recruit transparently in accordance with the guidelines; expand human resources; adopt policies of promotion policies based on assessing of the qualification and performance of staff. (Such policies should incorporate gender equality, persons with disability and ethnic people.)	2.1.1 After doing needs assessment, recruit and expand the staff. 2.1.2 Adapt promotion policies.	UEC Admin Department, Region/ State Sub-commissions UEC Admin Department	1. Percentage of staff appointed (67%) 1. No. of policies adapted with regard to staff promotion (1) 2. No. of implementation in accordance with civil law and by-law (6)	2019-2021 2019-2021
2.2	Form a training unit at the UEC in order to enhance the capacity of the UEC staff.	2.2.1 Form a training unit at the UEC.	UEC Admin Department	1. No. of training units (1) 2. No. of times the plan is presented to commission (1)	March 2019
2.3	Conduct trainings on elections, and on civil servants' laws, by-laws, rules, regulations and codes of conduct.	2.3.1 Plan trainings and timetables. 2.3.2 Develop the training curriculum. 2.3.3 Conduct trainings according to the workplan and assessment.	UEC Training unit Training unit Training unit	1. No. of training workplans (1) 1. No. of curricula developed for trainings (1) 1. No. of trainings conducted (5 times: every 4 months)	April-September 2019 May - June 2019 2019 July - 2021 March

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target	
2.4	Educate new staff and other associated staff who come from other ministerial departments, so that they can work effectively on elections.	2.4.1	Expand the staff based on the needs, and appoint staff from other ministerial departments.	UEC Sub-commissions relevant Ministries	1. No. of appointed staff from other ministries to address need	January 2020
		2.4.2	Conduct electoral trainings for newly-recruited staff and associated staff from other ministerial departments.	Training Unit	1. No. of trainings conducted before election (5 times: 2 times at central level + 1 time at district level + 2 times at township level)	January - October 2020
2.5	Conduct electoral related cascade trainings for the Commission, sub-commissions, polling station officers and polling staff so that they have a better understanding of their roles and responsibilities and are able to deal with voters and political parties.	2.5.1	Develop cascade training manuals for polling station officers and staff.	Training Unit	1. No. of training manual completed	June 2020
		2.5.2	Conduct cascade trainings for polling station officers and staff.	Training Unit Sub-commissions	1. No. of trainings conducted (No. of polling stations x 2 times = No. of trainings)	October - November 2020
2.6	Hold awareness discussions on the roles and responsibilities and conflict sensitivities with security bodies, the UEC, respective CSOs, technical experts, political parties, observers and other stakeholders.	2.6.1	Conduct workshops and meetings with each stakeholders involved in the elections.	UEC Security bodies Political parties CSOs Ministerial departments involved in elections	1. No. of workshops conducted (4 times in 3 months prior to election) 2. No. of meetings conducted (4 times: 1 each for security bodies, political parties, observers and CSOs)	2020
		2.7.1	Identify the needs of staff to enhance their capacity, and hold discussions.	UEC Training Unit	1. No. of meetings conducted (3 times: 1-2 months after elections + 1 in 2021. + 1 in 2022)	2021

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target
2.8	Establish the Union Election Academy (UEA) to ensure UEC staff are well equipped and officially certified.	2.8.1 Establish the UEA	UEC	<ol style="list-style-type: none"> 1. Action taken for the establishment of the UEA (Union Election Academy) 2. Presented to the Commission 	2021



Dr. Piyas Manjari
for the call
10/05/2018

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for the call
10/05/2018



Strategic Pillar 3: Voter Registration and Data Management

Strategic Goal: To prepare an accurate voter list that ensures all eligible voters are included in the list; request documents from the GAD and Immigration and National Registration Department (INRD) in preparation for the voter list update; request support from CSOs in preparing voter education about the voter list; collaborate with political parties and media to get voters involved; provide support as required when voters come and check the preliminary and final voter list; save the voter list in central server; and keep updating the voter list.

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target
3.1	Adopt a methodology of voter list preparation that helps to establish a comprehensive and accurate voter list.	3.1.1 Establish a methodology for preparing the voter list.	UEC	1. Complete methodology for preparing the voter list	January 2019
3.2	Include representatives from GAD and INRD in forming working committees that will help to implement the voter list.	3.2.1 Form working committees at different levels to implement the voter list.	UEC different levels of Sub-commissions GAD INRD	1. No. of working committees formed (15)	January 2019
3.3	Develop an implementation plan for updating voter list.	3.3.1 Develop a workplan for preparing the voter list.	UEC and different levels of implementing committees	1. Workplan completed	January-February 2019
3.4	Plan and propose the budget required for updating voter list; ensure adequate budget, and request support from international organizations.	3.4.1 Develop a budget required for implementing the voter list (Ask for sufficient budget if there is by-elections).	UEC Sub-commissions	1. Amount of budget requested (estimated 50 million kyats) 2. No. of international organizations supporting the voter list preparation (6)	March 2019

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/Target	
3.5	Form and assign teams to prepare voter list.	3.5.1	Form and assign teams to prepare the voter list.	UEC Sub-commissions	1. No. of working groups formed in townships to prepare the voter list (330) 2. No. of working groups formed in villages/wards to prepare the voter list (15,995)	March - April 2019
		3.6	Provide trainings for voter list preparation.	UEC Region/State Sub-commissions	1. Completed training plan	May - June 2019
3.6	Provide trainings for voter list preparation.	3.6.1	Plan trainings for voter list preparation.	UEC and Region/State Sub-commissions respective CSOs	1. No. of trainings conducted (15)	July-August 2019
		3.6.2	Give trainings for voter list preparation.	UEC Sub-commission	1. No. of trainings conducted (15)	July-August 2019
3.7	Make plans to pilot voter list preparation and implementation.	3.6.3	Train staff on cybersecurity and develop a plan to prevent damage, loss and interference of the UEC's data management system due to hacking.	UEC State/Region and District Sub-commissions Political parties CSOs and Media	1. Completed plan for the pilot project for voter list preparation and implementation	July - August 2019
		3.7.1	Plan a pilot project for voter list preparation and implementation.	1. Completed coordination	1. Completed coordination	August 2019
3.7	Make plans to pilot voter list preparation and implementation.	3.7.2	Coordinate the preparation and implementation of the voter list pilot.			

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/Target
		3.7.3 Implement the pilot project for voter list preparation.	UEC State/Region and District Sub-commissions political parties CSOs and media	1. No. of constituencies where the pilot project has been implemented (3) 2. No. of voter lists prepared	September-October 2019
		3.7.4 Evaluate the pilot project and correct the weak points.	UEC State/Region and District Sub-commissions political parties CSOs and media	1. No. of coordination meeting conducted	November 2019
		3.7.5 Give trainings required for the teams to prepare the voter list.	UEC and Sub-commissions	1. No. of trainings conducted	November - December 2019
3.8	Develop and implement a work plan to persuade voters to participate in the voter list preparation.	3.8.1 Make a project plan for voter education on the voter list preparations.	UEC	1. Completed project plan	January 2020
		3.8.2 Prepare educational materials for voters.	UEC	1. Completed preparation of educational leaflet and video; leaflet and video published.	February - March 2020



No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/Target
3.9	Develop and implement a work plan to collaborate with political parties, CSOs and the media.	3.9.1 Develop a workplan to work with relevant stakeholders.	UEC	1. Completed workplan	April 2020
		3.9.2 Coordinate with relevant stakeholders on specific activities.	UEC Political parties CSOs Media	1. No. of meetings conducted	May 2020
		3.9.3 Implement the plan.	UEC Political parties CSOs Media	1. Completed activities by respective agencies	May - June 2020
3.10	Prepare the voter list for each constituency and save it in the central server.	3.10.1 Prepare the voter list for each constituency.	UEC Sub-commissions GAD Immigration Department	1. Completed voter list	July, August, September 2020
		3.11.1 Announce the voter list display for each constituency.	All Township/ ward and village-tract sub-commissions	1. No. of places where a voter list is displayed (15,900)	September 2020
3.11	Announce and display preliminary voter list so that eligible voters are able to check their names on the list, and make corrections as required. Maintain all data in the central server, and ensure accessibility online.	3.11.2 Motivate voters to come and check the voter list and correct if required	All Township/ ward and village-tract sub-commissions respective CSOs	1. Percentage of voters that check the voter list (35%)	September 2020

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target
		3.11.3 Record the corrections and objections filed by the voters and address accordingly.	All Township/ ward and village-tract sub-commissions	1. Percentage of voter list corrected (2%)	October 2020
		3.11.4 Check and approve the revised voter list.	Township Sub-commissions	1. Voter list ready for final display	October 2020
		3.11.5 Maintain all compiled data in the central server.	UEC IFES Research and Archive department	1. Maintained all data of voter lists in the central server 2. No. of voter records maintained (35 million)	October 2020
		3.11.6 Ensure people can access their data online.	UEC IFES Research and Archive department	1. No. of voters who check their online record (2,000)	October 2020
3.12 Following the corrections, announce final voter lists for each polling station on the Election Day at relevant ward/village-tract sub-commissions.	3.12.1 Announce the final voter list for each constituency.	All Township/ ward and village-tract sub-commissions	1. No. of voter list displayed (15,900)	1. No. of voter list displayed (15,900)	October 2020
	3.12.2 Announce the final voter lists at polling stations on Election Day.	All Ward/ Village-tract Sub-commissions Polling station officers	1. No. of places where voter lists are displayed (40,000 polling stations)	1. No. of places where voter lists are displayed (40,000 polling stations)	November 2020

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target
3.13	Make ongoing corrections as required to maintain a comprehensive and accurate voter list.	3.13.1 Update the voter lists in a timely fashion to ensure they are accurate.	UEC and Sub-commissions	1. No. of voter lists updated	2021

Strategic Pillar 4: Electoral Operations

Strategic Goal: To enhance the institutional capacity of the UEC to ensure credible elections; to have a more open and simple process so that stakeholders and voters can understand easily; to have a more transparent and accurate implementation of the advance voting process to increase credibility; to have the timely and accurate announcement of the results; to have full cooperation with MoHA related ministries in different level of committees for electoral security management; and to plan and manage electoral operations efficiently and peacefully.

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target
4.1	Plan the timetable of electoral process to hold successful elections.	4.1.1 Designate the announcement date of constituencies for each Hluttaw; designate the announcement date for Election Day; designate the announcement dates of submission the nomination of candidates, verification and revoking; designate the announcement dates of public speech, campaigns and canvassing; designate the announcement date of advance voting; designate the announcement date of posting Forms 10; designate the announcement dates of canvassing for political parties; designate the dates of ordering ballot papers; designate the dates of advance voting.	UEC	1. Completed electoral calendar	April 2020



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No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/Target
4.2	Identify funding needs and develop an operational budget plan.	<p>4.2.1 Establish an operational committee to conduct a simulated polling time and motion study then draft and approve the operational plan including drawing constituencies, allocating polling stations, procurement of materials, logistics and communications, recruitment and trainings of polling station members, management of results, security plan, timeline and budget.</p>	UEC and Sub-commissions	<ol style="list-style-type: none"> 1. Distribution of operation and budget plan to authorized local offices for general elections and by-elections 2. Lessons learned gathered from by-elections 	<p>March-September 2019</p> <p>March-September 2020</p>
4.3	Develop an operational and budget plan in the event of by-elections, and prepare for the 2020 electoral process by learning lessons from the by-elections.	<p>4.3.1 Consult with relevant sub-commissions on preparations and announcements of by-elections in specific states/regions and townships, and identify support required to implement the by-elections operations plan effectively.</p>	UEC and Sub-commissions	<ol style="list-style-type: none"> 1. Completed operational plan for by-elections 2. Completed budget proposal for by-elections 	<p>6 months before by-elections</p> <p>March-September (1 year prior to by-elections)</p>

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target
4.4	Enhance integrity measures of the elections to prevent fraud.	<p>4.4.1 Conduct integrity assessment to explore which integrity measures should be included in procedures and operations (e.g. numbered plastic seals, watermarked ballot papers, inking voter's finger, posting results at polling station, ensuring secrecy of the vote, etc.) and prepare additional budget required to implement these integrity measures in fundraising proposal.</p>	UEC Admin Department	<p>1. No. of integrity measures conducted (1)</p> <p>2. Proposal for additional budget for implementation</p>	<p>March 2019</p> <p>March-September 2019</p> <p>March-September 2020</p>
4.5	Cooperate fully with different levels of electoral security management committees formed by MoHA or relevant ministries.	<p>4.5.1 Establish an Election Security Committee with stakeholders and develop a security plan for the campaign period, Election Day and the announcement of the results.</p> <p>4.5.2 Set up and utilize an election risk assessment tool to identify potential issues that can support the Electoral Security Committee in preparing strategies for conflict management.</p>	UEC MoHA Security focal Ethnic Community Leaders	<p>3. Election Security Committee established; planning and budget approved</p> <p>1. Electoral Risk Assessment Tool established and No. of UEC staff trained (425)</p> <p>2. No. of risks identified and reported to the Election Security Committee</p>	<p>June - November 2020</p> <p>June - November 2020</p>

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/Target
4.6	Collaborate with relevant ministerial departments on communication and transportation of electoral materials and ballot papers to ensure they reach relevant polling stations, and when electoral results are to be announced.	4.6.1 Hold coordination meetings with relevant ministerial departments so that electoral materials and ballot papers reach relevant polling stations, and electoral results are announced according to the electoral timeline.	UEC Respective State/Region government and Relevant government agencies	1. No. of coordination meetings conducted with relevant ministerial departments (2 times) 2. No. of region/state were election materials will be transported (15)	May - November 2020
4.7	Develop a universal electoral budget for the UEC, differentiating between institutional and operational expenses, including costs for implementing strategic objectives and having to support cost for other ministries to provide security for voter list preparation or polling.	4.7.1 Calculate, propose and distribute budgets for UEC and sub-commissions, and budgets for electoral process. 4.7.2 Identify funding gaps in the Strategic Plan and develop proposals to seek additional funding from the government and international organizations.	Director General Finance Department Director General Finance Department Government Hluttaw and International Organizations	1. Proposed amount of budget for UEC, sub-commissions and elections 2. Allocate/distribute amount of budget for UEC, sub-commissions and elections 1. Percentage of annual state budget for elections (10%) 2. No. of proposals submitted for international support to provide for 2019-2022	Every March as per fiscal year Every September as per fiscal year Every September as per fiscal year

No.	Strategic Objective	Strategic Actions		Responsible Actor	Performance Indicators	Timeline/ Target
4.8	Establish effective communication between the UEC and sub-commission offices to improve the supervision and flow of information.	4.8.1	Select a team of field office coordinators from the headquarters of UEC to monitor and troubleshoot by visiting assigned regions/states, solve problems and help develop an effective communication system where possible at each level.	UEC Research and Archive Department Sub-commissions	1. Communication system tested and installed (e.g. for each area using the most appropriate mode of communication: fax/SMS, email)	Monthly
4.9	Enhance effectiveness of operations by checking, maintaining and upgrading the equipment and communication devices required by sub-commission offices.	4.9.1	Buy and supply vehicles for sub-commission offices in regions/states, districts and townships, where possible and depending on resources available.	UEC	1. No. of transport vehicles supplied to sub-commissions	2019-2022
		4.9.2	Install communications (fax and internet access) for sub-commission offices in regions/states, district and townships, where possible and depending on resources available.	UEC	1. No. of telephones, fax, internet connectivity installed at sub-commission officer	2019-2022
		4.9.3	In advance, prepare action plan for distribution for 2020 elections.	UEC	1. Distribution plan completed	2020 May
		4.9.4	Prepare or extend offices or storerooms where electoral materials, including ballot papers, are to be stored, and prepare a plan for keeping sensitive materials.	UEC Respective State/Region government	2. No. of storerooms or offices constructed (100- 4 years x 25 offices)	2019-2022

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/Target
4.10	Designate polling stations that can be more accessible to all, guided by the recommendations from disabled persons organizations (DPO) and laws.	4.10.1	UEC Sub-commissions	1. No. of polling stations determined	September 2020
		4.10.2	UEC Sub-commissions	1. Percentage of polling stations designated in accordance with the criteria (80%)	September 2020
		4.11	UEC	1. No. of ballot papers printed accurately (record of ballot papers for each constituency)	August 2020
4.11	Ensure that the ballots and other electoral kits for each constituency arrive at the polling station on time as stated in the electoral timeline, and secure sensitive electoral materials.	4.11.1	UEC Sub-commissions	1. Distribution and supervision of ballot papers to each township (No. of ballot papers distributed to each township)	August - October 2020
		4.11.2	Director General Deputy Director General Director (Admin) Director (Election)	1. Establish number of items required to be procured	June 2020
		4.11.3	Director General Deputy Director General Director (Admin) Director (Election)	Calculate the number of each item or material to be procured (e.g.: ballot boxes, seals, forms, bags/envelopes, ink, polling booths, signs, posters, manuals/guides, voter lists, etc.) for each kit/polling station.	

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target
		<p>4.11.4 Develop a procurement plan for competitive bids to acquire sufficient quality but cost-effective materials.</p> <p>4.11.5 Develop a logistics plan for packaging and tracking the distribution of kits of election material around the country.</p>	<p>Director General Deputy Director General Director (Admin) Director (Election)</p> <p>Director General Deputy Director General Director (Admin) Director (Election)</p>	<p>1. Plan for open procurement and budget allowance established.</p> <p>1. Distribution plan for materials approved and checking system established</p>	<p>June - July 2020</p> <p>August - October 2020</p>
4.12	Publish electoral information and news on the UEC's website so that it is accessible to stakeholders.	4.12.1 Ensure comprehensive information package is available and accessible (e.g. list of polling stations, training manuals, electoral forms) on the UEC's website for stakeholders to use for their own trainings and activities.	UEC Admin Department External Relations Department Training Unit Voter Education Unit	1. No. of times stakeholders browsed and downloaded materials from the website	2019 - 2022



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No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/Target
4,13	Conduct the advance voting process with transparency and integrity so that it gains more trust and credibility.	4.13.1	UEC External Relations Department Training Unit Voter Education Unit	1. Political parties and observers are invited and necessary arrangements provided	May - November 2020
		4.13.2	UEC	1. Tick or stamp is established consistently	November 2020
		4.13.3	UEC Training Unit Voter Education Unit.	1. No. of views/downloads from the UEC's website 2. No. of trainings conducted (1)	May - November 2020
4,14	Enhance the transparency of the advance voting process by designating and announcing the days for advance voting, ensuring the observers and political parties' agents have access.	4.14.1	UEC Election Department	1. Advance voting plan is approved 2. Advance voter lists and locations announced and displayed at respective township commission	April 2020 October 2020
		4.14.2	UEC Huttaw Ward/Village Sub-commissions	1. Laws, by-laws amended to include advance voting procedures	October 2020

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target
4.15	Supervise the announcement of elections results so that it can reach the public in a timely manner and with fewer errors.	4.14.3 Make arrangements with Myanmar Embassies to ensure voters outside Myanmar are able to cast advance votes.	UEC Township Sub-commissions and MoFA	1. Announce advance voter list for overseas voters 2. No. of advance voter lists by country	May-October 2020
		4.15.1 Develop a results management plan including setting up an Information Center for stakeholders to obtain preliminary results as they come in from each constituency and then prepare final results after all complaints have been resolved.	UEC External Relations Department and Research and Archive Department	1. Results management plan approved and budgeted for 2. Information Center set up in accessible location for stakeholders	September- November 2020
4.16	To enhance transparency, ensure quick and timely announcements of elections results through state-run media, the UEC's Information Center and website.	4.15.2 Improve the form used to fill in the elections results.	UEC	1. Result forms are improved	September- November 2020
		4.16.1 Ensure the transparency by making the preliminary elections results available to party agents and observers.	UEC Ministry of Information Research and Archive Department External Relations Department	1. Announcement in state owned media 2. Announcement of preliminary and final elections results on the UEC's website	November 2020

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target
4.17	Audit the electoral expenditures of each sub-commission.	4.17.1 Compile the reports of electoral expenditures by sub-commissions, audit, and keep them store on a computer, and finally submit the final report on electoral expenditure to the Hluttaw.	UEC Sub-commissions Finance Department	1. No. of submissions of electoral expenditure reports 2. The electoral expenditure for 2018-2020 audited and submitted to the government and Hluttaw	November 2020 December 2021
		4.17.2 Audits are conducted separately for expenditures of electoral disputes tribunal and prepare reports.	UEC Finance Department	1. No. of tribunals formed 2. No. of cases heard 3. Final report of tribunal expenditures	2021
4.18	Prepare a work plan for by-elections for vacant seats in 2021-2022, following the 2020 elections.	4.18.1 Hold a coordination meeting with sub-commissions for preparation and announcement of by-elections in relevant regions/ states and townships, and identify necessary assistance in order to prepare effectively.	UEC Sub-commissions	1. Project plan for by-elections developed 2. Lessons learned from the by-elections documented	2021-2022

Strategic Pillar 5: Civic and Voter Education

Strategic Goal: To enhance public awareness of the electoral process and increase the participation of all citizens through coordinated and effective civic and voter education.

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/Target
5.1	Expand civic and electoral knowledge by conducting in-house trainings for UEC and sub-commission, and monitor the effectiveness of the trainings by developing an educational action plan.	<p>5.1.1 Identify and address gaps in electoral knowledge of UEC officers, including sub-commission officers.</p> <p>5.1.2 Develop a schedule of civic/voter education trainings to be held for sub-commission staff from states/regions including UEC staff and respective ministerial departments.</p>	UEC	<p>1. No. of trainings conducted for UEC staff on civic/voter education (8 times: 2 times per year in 4 years)</p> <p>2. No. of training conducted in states/regions on civic/voter education (up to a level of polling station officer) (at least 7 times)</p> <p>3. No. of supporters collaborated with to develop trainings</p>	December - 2019 January 2020 January 2020
5.2	Publish voter education materials, such as manuals, pamphlets and posters, in Myanmar language and as many other ethnic languages as possible.	Translate voter education materials to ethnic languages in cooperation with ethnic cultural societies; distribute to relevant ethnic people through ward/village sub-commissions; distribute to ethnic villages in cooperation with CSOs.	UEC respective ministries CSOs NGOs	<p>1. Materials distributed to 25 % of electorate (25 % of 35 Million = over 870,000)</p> <p>2. Distributed to over 23,000 wards/villages (1,500 ward and village per state/region)</p>	July 2020
5.3	Ensure that stakeholders have access to electoral information and materials on the UEC's website and social media platforms.	Develop guidelines on the usages and content on the UEC's website and social media platforms.	UEC	<p>1. No. of people that browse the UEC's website (domestic/international)</p> <p>2. No. of people that engage with social media platforms</p>	February - June 2020

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target
		5.3.2 Identify and plan online civic and voter education campaigns on overall strategic communications priorities (e.g. first-time voters).	UEC Stakeholders	1. No. of people that browse the UEC's website (domestic/international) 2. No. of people that engage with social media platforms	January 2020
		5.3.3 To improve the design and function of the UEC's newly-established website as needed.	UEC		January 2019
		5.3.4 Post high-quality, shareable content for use online (website and social media) in accordance with campaign plan/priority messages.	UEC		January 2019
5.4	Strive for greater cooperation and coordination between the UEC, sub-commissions and all stakeholders to improve the delivery of voter and civic education.	5.4.1 Provide clear and timely advice to sub-commissions on the delivery of voter and civic education.	UEC	1. No. of coordination meetings held with stakeholders (at least 2 times per year, 8 times in 4 years)	August 2020
		5.4.2 Distribute material to sub-commission offices well in advance of election campaigns.	UEC	2. No. of coordination meetings held in states/regions at least once a year (per state/region)	August 2020
5.5	Collaborate with mass media outlets, such as television, radio and newspapers, to disseminate electoral information to voters and first-time youth voters.	5.5.1 Develop materials for mass media outlets including radio, television, ethnic media and print media.	UEC	1. At least 1 time in a year if there is no election 2. At least 2 times in a year if there is an election	January 2020

No.	Strategic Objective	Strategic Actions		Responsible Actor	Performance Indicators	Timeline/ Target
		5.5.2	Host roundtable discussions with leadership of major media outlets (private and state-owned) about electoral process	UEC	1. At least 1 time in a year if there is no election 2. At least 2 times in a year if there is an election	
		5.5.3	Schedule mass media public service announcements (PSA) outlining delivery commitments	UEC		



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Strategic Pillar 6: Electoral Dispute Resolution

Strategic Goal: To make the electoral dispute resolution (EDR) process more effective and transparent to address complaints likely to be lodged at different stages of electoral process including complaints about the nomination of candidates, disputes likely to happen during campaign periods, and objections to the electoral results.					
No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target
6.1	Review the EDR laws and procedures, and develop and approve special EDR procedures to address complaints and objections.	6.1.1 Recommend that laws, by-laws, guidelines and procedures related to electoral dispute resolutions are reviewed and revised.	UEC Tribunal Department	1. No. of recommendations	2019
		6.1.2 Welcome recommendations for the improvement in the resolution process from the political parties, related ministries, and CSOs after discussing with them.	UEC Political Parties CSOs Ministries	1. No. of discussions held with political parties, CSOs and ministries (6 times: one time each with 3 stakeholders in 2 years)	2019-2020
		6.1.3 Form a committee to develop special procedures related to electoral dispute resolution to address the complaints and objections.	Committee to develop special procedures	1. No. of committees formed (1)	2019-2020
		6.1.4 Develop and present special procedures related to electoral dispute resolution to the UEC.	Committee to develop special procedures	1. No. of submissions of the special procedures to Commission (weekly until completed)	2019-2020
		6.1.5 Discuss the developed draft of special procedures with political parties, related ministries and CSOs, and develop recommendations.	UEC Political Parties CSOs Ministries	1. No. of suggestions received in consultation with respective ministries, political parties and CSOs (6 times: 3 groups x 2 years)	2019-2020

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target
		6.1.6 Publish the special procedures after reviewing and revising based on the recommendations.	UEC Committee to develop special procedures	1. No. of prints revised for approved special procedures (1,000)	2019-2020
6.2	Educate political parties, candidates and the public about electoral offenses, misconducts and EDR procedures, raise awareness of when, where and how to file a complaint to the mediation committees or to the Tribunal.	6.2.1 Prior to electoral campaign, educate political parties and candidates about electoral offenses, punishments and procedures related to electoral dispute resolutions, raising awareness of when, where and how to file complaints, ahead of the electoral campaigns (including social media).	UEC Tribunal Department Respective CSOs	1. No. of broadcasts on television and radio (weekly starting from 3 months prior to elections) 2. No. of educational books published and distributed on electoral dispute resolution (1,000)	2019-2020
		6.2.2 Educate the public about electoral offenses, punishments and procedures related to electoral dispute resolutions, raising awareness of when, where and how to file complaints, through the media, ahead of the electoral campaigns (including using ethnic languages).	UEC Tribunal Department respective CSOs and Media	1. Two times one month before the election campaign period starts 2. Two participants from each party and two from each sub-commission	2019-2020
		6.2.3 Publish online and in print the procedures and leaflets of guidelines related to electoral offenses, punishments and electoral dispute resolutions.	UEC Tribunal Department	1. No. of copies of guideline leaflets distributed (1,000) 2. No. of people viewing procedures and leaflets on the website (1,000)	2020

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target	
6.3	Ensure that different levels of UEC sub-commissions are assigned with an exact mandate, and trained to resolve disputes and complaints that occur before, during and after elections.	6.3.1	Train and assign relevant mandate and responsibilities to the different levels of UEC sub-commissions with.	UEC Tribunal Department Training Unit Sub-commissions	1. No. of trainings for the sub-commissions (one time, one month prior to the election campaign) 2. Tasks and responsibility designated to sub-commission	2020
		6.3.2	Ensure there are interpreters for different ethnic languages in the hearing and resolution process of disputes and complaints occurring before, during and after the elections, and arrange translation for persons with visible or hearing impairments as required.	UEC Tribunal Department Sub-commissions Local ethnic communities DPOs	1. Inclusion of ethnic minorities and persons with disabilities in the hearing and resolution process of disputes and complaints. 2. Arrangement for ethnic minorities and persons with disabilities in the hearing and resolution process of disputes and complaints.	Period during the hearing and resolution process of disputes and complaints (including by-elections)
6.4	Form tribunals to accept objections hear and resolve the cases at the UEC office and other areas across the country so that the public can access to the judicial system; and approve resolutions.	6.4.1	Form tribunals with UEC members and citizens with legal expertise to investigate and resolve the electoral complaints.	UEC Tribunal Department	1. 6 tribunals based on 6 members of tribunal (will depend on the number of complaints)	45 days after the announcement of candidate results
		6.4.2	Conduct investigation and hearings in other areas within Myanmar so that the public can access the judicial system related to electoral disputes, acceptance of objections and hearings. Investigate, resolve and judge the objections at the UEC office.	Electoral Tribunals Tribunal Department	1. 6 tribunals based on 6 members of tribunal (will depend on the number of complaints) 2. No. of states and regions where cases were investigated 3. Investigated disputes/cases	45 days after the announcement of candidate results

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target	
6.5	Hear, resolve and judge the appeals by either the objector or the one who objected if they were not satisfied with the resolution of the tribunal, and carry out appeals in a transparent manner.	6.5.1	Hear and judge the appeals.	Plenary Tribunal Tribunal Department	1. No. of judgments for appeals	Within 15 days after the decision made by the electoral tribunal
		6.5.2	Ensure that people know that they can observe the hearings of the appeals to promote transparency throughout the hearing process and publicize the process through newspapers, radio broadcast and website.	UEC Tribunal Department	1. No. of times published in newspapers or broadcasted on the radio 2. Hearings published online	15 days after the decision made by the electoral tribunal
6.6	Form different levels of electoral mediation committees to resolve disputes and objections likely to occur before and during the elections, design and train the mandate and procedures of the committee.	6.6.1	Form different levels of electoral coordination committees to resolve disputes and objections likely to occur before and during the elections.	UEC Tribunal Department Political Parties	1. No. of electoral coordination committees formed (418 committees from central to township level)	2020
		6.6.2	Establish the exact mandates and procedures for different levels of electoral coordination committees in order to resolve possible disputes and objections.	UEC Tribunal Department	1. No. of discussions held to prepare procedure for different level of mediation committee (3 times) 2. Procedures published (500 copies)	2020
		6.6.3	Educate different levels of electoral coordination committees.	UEC UEC Sub-commissions Mediation Committees	1. No. of trainings (from Commission to district level commission prior to the election campaign - (1 time) 2. No. of participants (2 from each political party and 2 from each sub-commission) 3. No. of procedures distributed (500 copies)	2020

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target
6.7	Hear and transparently resolve electoral disputes, objections and appeals so that the process is stronger and more transparent; record the cases in the computer; record and pass resolutions by using the case tracking system of objection cases; and announce the resolutions.	<p>6.7.1 Design a case management system to record electoral disputes, objections, appeals and judgments, and train the staff on how to use the system.</p> <p>6.7.2 Develop and distribute guidelines for the public attendance at the hearings and the resolutions of the tribunal.</p> <p>6.7.3 Publish, online and print information and judgments on the disputes.</p> <p>6.7.4 Provide recommendations for the improvement of laws, by-laws and procedures related to electoral dispute resolution, and learn lessons for post-elections review.</p>	<p>Tribunal Department Research and Archive Department IFES</p> <p>UEC Tribunal Department</p> <p>UEC Tribunal Department</p> <p>UEC Political Parties CSOs and Observers</p>	<p>1. No. of electoral disputes, complaints, appeals and judgments recorded in the case tracking system</p> <p>2. No. of staff trained on the system (Assistant Director to office clerk from Tribunal Department and Research and Archive Department)</p> <p>1. Guidelines developed</p> <p>2. No. of copies distributed</p> <p>1. Publish information online on the electoral dispute hearings and judgments</p> <p>2. Publish the judgments online</p> <p>1. No. of discussions held (3 times)</p> <p>2. Recommendations developed</p>	<p>2019-2020</p> <p>2019-2020</p> <p>2021-2022</p> <p>2021-2022</p>



Strategic Pillar 7: Stakeholder Relations

Strategic Goal: To use strategic communications to enhance relationships that will increase transparency and build trust in the electoral process.					
No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target
7.1	Centralize communication activities to ensure the effective and accurate dissemination of information to all stakeholders. (if necessary to disseminate in respective ethnic languages)	<p>7.1.1 Create a comprehensive, electronic stakeholder contacts database, including the media.</p> <p>7.1.2 Build a consumer-focused website containing important electoral information, reports and notifications.</p> <p>7.1.3 Establish procedures for the strategic communications and coordination of announcements and notifications to stakeholders, including the media.</p> <p>7.1.4 Release approved information and engage with the media</p>	<p>Research and Archive Department External Relations Department</p> <p>Research and Archive Department.</p> <p>Research and Archive Department External Relations Department</p> <p>Research and Archive Department</p>	<p>1. Stakeholder map that outlines the list of key stakeholders and the most suitable method of communication (3 times)</p> <p>2. Established a central electronic database of all stakeholder information who collaborate with the UEC including the media</p> <p>1. Collected and distributed electoral related documents published by local and international organizations cooperating with the UEC (60 % collected and distributed)</p> <p>2. Public oriented voter information, implementation of election related activities and notifications updated and published in timely manner on the UEC website</p> <p>1. Action plan to disseminate important information to general public to developed</p> <p>2. No. of news releases and press conferences (3)</p> <p>1. Complete media contact list for UEC compiled (quarterly)</p> <p>2. Training held for relevant staff on the use of media (one time in a year)</p>	<p>June 2019</p> <p>January 2019</p> <p>December 2019</p> <p>January 2019</p>

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target
		7.1.5 Establish focal persons in the UEC and sub-commissions for media (email address/phone number) to coordinate interviews, respond to inquiries and advise on events.	Research and Archive Department External Communications Department Sub-commissions	<ol style="list-style-type: none"> 1. Develop a process for and person who is responsible for responding to media inquiries (1 time) 2. Media communication procedures distributed to all staff members of sub-commission (450 staff) 3. No. of documented inquiries received and responded to 4. No. of interviews conducted with media (at least 3 times before and after elections) 	December 2019
		7.1.6 Distribute a daily, electronic media summary (sourced from television, radio, online, print) to key decision makers of the Commission.	Research and Archive Department	<ol style="list-style-type: none"> 1. Daily media summary sent to the responsible person 	January 2019
		7.1.7 Develop a communications plan outlining strategies across all channels for effective communication across all stakeholders, including increased capacity during an election event.	Research and Archive Department External Relations Department	<ol style="list-style-type: none"> 1. Presentation of the UEC's communications plan to in-country stakeholders (One time in the 2nd week of calendar year) 2. Communications plan implemented 	December 2019

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target
		7.1.8 Strategically disseminate civic education including sharing information in social media.	Research and Archive Department	<ol style="list-style-type: none"> 1. Conduct trainings for the staff that are responsible for disseminating information systematically through social media (1 time when election training is conducted) 2. Publish news releases, electoral related information and UEC activities in social media 	December 2019
7.2	Ensure the electoral process runs smoothly by coordinating both domestic and international organizations and maximizing electoral resources.	7.2.1 Establish a streamlined process for the submission and approval of activities to be conducted by international and domestic electoral support organizations (in writing) with the Commission.	External Relations Department	<ol style="list-style-type: none"> 1. Proposed activities submitted to Commission for approval and coordination 2. No. of local and international organizations working with the UEC, and of their proposed projects (50) 3. Review the implementation of the projects proposed by the local and international organizations (once every 6 months) 4. No. of meetings held with the electoral assistance providers for each project (once every 6 months) 	December 2019
		7.2.2 Develop a plan to collaborate all proposed activities (conferences, trainings, workshops) by international and domestic electoral support organizations with the Commission in an annual plan.	External Relations Department	<ol style="list-style-type: none"> 1. Annual plan outlining summary of international and domestic electoral support proposed 2. Review the support to assess coverage, gaps and quality of activities (once every 4 months) 	December 2019

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/Target
7.3	Establish a mechanism/procedure to improve communications with all sub-commission officers.	<p>7.3.1 Compile and maintain an electronic database of all Commission officers including position, location, contact details.</p> <p>7.3.2 Establish an effective and efficient mechanism to communicate between Commission and Sub-Commission officers.</p> <p>7.3.3 Compile and distribute electronic newsletter to all Commission officers on a quarterly basis.</p>	<p>Admin Department Research and Archive Department</p> <p>Research and Archive Department Admin Department</p> <p>Research and Archive Department</p>	<p>1. Approved template distributed to all staff 2. Data entered into electronic database 3. Verified information updated and communicated with staff members for processing</p> <p>1. Identify the most efficient technology (taking into consideration cost effectiveness) in order to deliver service 2. Communicate through mobile messages, fax, email among Commission and Sub-Commissions</p> <p>1. Approval of design and platform for electronic newsletter (to be distributed every four months) 2. Compiled and edited approved newsletter and communicated to all departments in UEC and sub-commissions 3. Distributed electronic newsletter to Commissioners and staff members every four months (to designated internal/external contacts)</p>	<p>December 2019</p> <p>December 2019</p> <p>December 2019</p>

No.	Strategic Objective	7.4.1	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target
7.4	Establish a better relationships through regular engagement with all stakeholders especially sub-commissions, civil society organizations (CSOs), respective ministries, political parties, village/ward administrators and respected elders.		Proactively develop a schedule of consultation meetings with each major stakeholder group, beyond scheduled trainings and conferences.	Commission Sub-commissions External Communications Department	<ol style="list-style-type: none"> 1. Annual plan of consultation meetings with each major stakeholder including media (11 times) 2. No. of consultation meetings held with each stakeholder group, including location (at least one time a year) 3. Announced date and location of consultation meetings on the UEC's website to inform the general public 	December 2019

Strategic Pillar 8: Promotion of Inclusive Participation

Strategic Pillar 8: Promotion of Inclusive Participation					
Strategic Goal: To ensure the equal participation of all genders, ethnic groups, youth, persons with disabilities and IDPs by removing barriers and discrimination throughout the electoral process.					
No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target
8.1	To ensure greater diversity and inclusion of all genders, ethnic groups, youth and persons with disabilities at all levels of UEC and sub-commissions, including decision-making levels, through full participation and equal opportunity.	<p>8.1.1 Conduct a comprehensive audit to assess the diversity of the UEC/ sub-commissions at all levels, including decision-making levels.</p> <p>8.1.2 Conduct a thorough review of the hiring and promotional practices to identify those that limit full and equal participation of all persons at the UEC/sub-commissions.</p> <p>8.1.3 Set targets and/or quotas for the number of women, people with disabilities and from ethnic groups to be appointed, including to decision-making levels, to ensure the UEC/sub-commissions reflect society.</p>	<p>UEC Sub-commissions</p> <p>UEC Region/State Sub-commissions</p> <p>UEC</p>	<p>1. Percentage of staff from different ethnic groups appointed at all levels of the UEC (10%, 154)</p> <p>2. Percentage of women appointed at all levels of the UEC (57%, 956)</p> <p>3. Percentage of persons with disabilities appointed at all levels of the UEC (3% , 46)</p>	<p>December 2020</p> <p>December 2021</p> <p>December 2020</p>

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/Target
		8.1.4 Publish Inclusion Policy which outlines internal policies, procedures and targets/quotas to be followed by all personnel, including the decision-making level of the UEC/sub-commissions.	UEC		December 2021
8.2	To remove physical, environmental, communication and institutional barriers which limit equal participation in elections.	8.2.1 Identify, collate and disaggregate official election data on voters, candidates and elected representatives.	UEC State/Region Sub-commissions	1. No. of presentations to sub-commissions with regard to electoral data of 2015 general elections, 2017 by-elections and summary of activities implemented by CSOs, political parties and media (2 times in a year, once in 3 months if there is an election, 1 election report if there is not an election)	December 2020
		8.2.2 Report on the key barriers (physical, environmental, communication and institutional) to equal participation in elections.	UEC Sub-commissions	1. No. of activities implemented to mitigate barriers	December 2020
8.3	To promote inclusive elections by developing policies and activities that raise awareness and challenge accepted social and traditional practices and utilize strategies to counter hate speech and disinformation.	8.3.1 Build on the success of the Gender Working Group by creating a Gender Working Group at each state/region sub-commission.	UEC Sub-commissions Ministry of Social Welfare Relief and Resettlement and relevant Women Affairs respective CSOs	1. No. of Gender Working Groups formed in state/region sub-commissions (16 groups, meetings conducted every 4 months and 3 times in a year) 2. Gender equality policy developed	December 2020

No.	Strategic Objective	Strategic Actions		Responsible Actor	Performance Indicators	Timeline/ Target
		8.3.2	Establish a working group that will undertake raising awareness and developing policies to be able to monitor the participation of internally displaced persons (due to conflict and natural disasters) in elections.	UEC relevant government agencies respective CSOs	1. Working group established	December 2019
		8.3.3	Establish a persons with disabilities working group to raise awareness and develop policies to improve their participation in elections.	UEC DPOs respective CSOs		December 2019
		8.3.4	Establish an ethnic working group to raise awareness and develop policies to monitor and improve their participation in elections.	Region/State Sub-commissions State/Region Literature and Culture Institute		December 2019

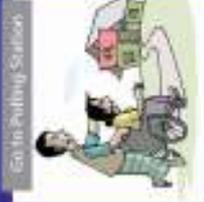


www.eci.gov.in



Let's Help to Assist Persons with Disabilities Voting in the 2017 By-Elections

Guidance for Inclusive Voting Procedures in 2017 By-Elections



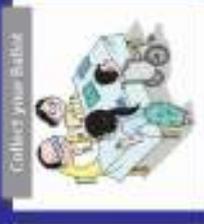
Go to Polling Station



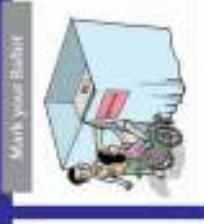
Show your hands



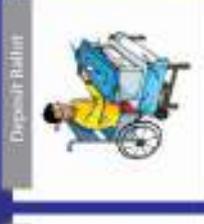
Sign the voter list



Collect your Ballot



Mark your Ballot



Deposit Ballot



Ask your helper



Check the Results

Ask if a person with disabilities at the polling station is in need of assistance. If assistance is needed, follow the guidelines below!



To support persons with disabilities in polling you must communicate with the person. Be sure to not be patronizing in your conversations and to communicate directly with the person and not through an individual accompanying him/her.



When assisting someone that has visual impairments, gently tap them on the shoulder and assist them in explaining the layout of the polling station. Slowly demonstrate where tables, ballot boxes, and other materials are in the polling station. If it is necessary, let him/her hold your arm as you direct them through the polling station.



When assisting someone that has a hearing impairment, speak slowly and clearly and be sure not to cover your face when you speak as some people with hearing impairments will read lips to understand. If it is necessary, you can also communicate by writing questions and directions onto paper.



When assisting someone that has intellectual impairments, communicate with them in a manner that is respectful and clear. If the person has difficulty following instructions on polling procedures, please be patient and if necessary let him/her hold your arm as you direct them through the polling station.



Strategic Pillar 9: Political Party/Candidates Compliance and Campaign Finance

Strategic Goal: To ensure that political parties and Huttaw candidates respect and comply by the prescribed electoral laws, rules and regulations, and the election campaigns and expenditures do not exceed the limit.					
No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target
9.1	Conduct education programs for candidates (including women and persons with disabilities) to understand the provisions contained in Political Parties Registration Law, By-laws, relevant Electoral Laws and By-laws.	9.1.1 Meet with political parties and recommend that political parties comply with the laws, by-laws and instructions.	UEC Political Parties and respective CSOs	1. No. of meetings held with political parties to comply with the law (2 times in the year elections are held)	July- September 2020
		9.1.2 Hold workshops and knowledge sharing sessions with the political parties.	UEC, Sub-commissions and Political Parties	1. No. of workshops conducted at different levels of sub-commissions (1 time)	July- September 2020
		9.1.3 Analyze the recommendations by the political parties in order to adapt when applicable.	UEC and Sub-commissions	1. No. of actions by political parties in compliance with the recommendations	July- September 2020
		9.1.4 Publish easy to read guidelines or leaflets about political parties registration law and by-laws, and electoral laws and by-laws.	UEC respective CSOs	1. Guidelines (5,000 copies) 2. No. of leaflets published and distributed	July- September 2020
		9.1.5 Provide information about laws, by-laws, rules and regulations through the media and UEC's website.	UEC Media	1. No. of searches and downloads on the UEC's website (500 estimated)	July- September 2020

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/Target	
9.2	Identify, develop and distribute the code of conduct for political parties and candidates.	9.2.1	Coordinate and revise the code of conduct for political parties and candidates.	UEC Sub-commissions and Political Parties	1. No. of meetings for redrafting codes of conduct (1 time, close to election)	July-September 2020
		9.2.2	All political parties reapprove and ratify the code of conduct for political parties and candidates.	Political Parties and Individual Candidate	1. Code of conduct is resigned by political parties (1 time in the year the election is held)	July-September 2020
		9.2.3	Publish in print and online the Code of Conduct for political parties and candidates.	UEC	1. No. of copies of published and distributed to targeted audience (2,000 copies, sub-commission, political parties and CSOs) 2. Code of conduct is published on the UEC's website	July-September 2020
9.3	Educate political parties about budgeting, recording electoral expenses and bookkeeping, and monitoring compliance	9.2.4	Monitor the compliance of political parties and candidates with the code of conduct.	UEC Observers	1. No. of complaints (will depend on complaints received and reports; 1 time)	January-March 2021
		9.3.1	Review the provisions related to political parties' funding contained in political parties registration law and by-law in order to ensure candidates fully comply with the law, especially for campaign expenses.	UEC Political Parties	1. No. of directives issued separately (2 times, close to election)	July-September 2020
		9.3.2	Through voter education programs raise public awareness of the rules and regulations related to electoral expenses.	UEC Sub-Commissions Media Party and CSOs	1. Revised by-laws distributed to political parties (minimum 1 time, close to election)	July-September 2020
		9.3.3	Send official letter to candidates to comply with the rules and regulations for electoral expenses.	UEC	1. No. of times official letter sent (2 times, close to election)	July-September 2020

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/Target
		<p>9.3.4 Review the practices and compliance with the law, by-laws and instructions related to party funding and electoral expenses, based on discussions and recommendations from political parties.</p> <p>9.3.5 Release instructions about how political parties keep accounts of funds and electoral expenses.</p> <p>9.3.6 Make the political parties, CSOs and NGOs monitor, observe and report the funds and expenditures of political parties.</p> <p>9.3.7 Monitor the compliance with the Political Parties Registration Law, by-law, and instructions related to parties' fund.</p>	<p>UEC Political Parties</p> <p>UEC</p> <p>Elections Observers respective CSOs and NGOs</p> <p>UEC Observers</p> <p>UEC Media</p> <p>UEC Sub-commissions and respective CSOs</p>	<p>1. No. of review meetings conducted 2. No. of reports issued by stakeholders 3. Compliance with the law, by-laws and directives recorded (1 time)</p> <p>1. No. of directives issued (2 times, close to election)</p> <p>1. No. of reports developed (will depend on number of complaints)</p> <p>1. Reports from observers on compliance of political parties with the law, by-laws and directives are followed (will depend on number of reports - one time to be submitted by election observers) 2. No. of complaints (will depend on number of complaints submitted)</p> <p>1. No. of people who have viewed the UEC's website (estimated 500 people)</p> <p>1. No. of educational activities conducted (1 time before election campaign) 2. No. of posters and leaflets distributed</p>	<p>July-September 2020</p> <p>July-September 2020</p> <p>January-March 2021</p> <p>January-March 2021</p> <p>July-September 2020</p> <p>July-September 2020</p>
9.4	Conduct education programs related to the submission of candidate nominations, election agents, polling station agents and assistant agents.	<p>9.4.1 Provide information through the media and the UEC's website.</p> <p>9.4.2 Conduct educational programs and distribute posters and leaflets for candidates, election agents, polling station agents and assistant agents.</p>			

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target	
9.5	Ensure that political parties and all candidates monitor their own compliance with the laws, rules and regulations during electoral campaigns.	9.5.1	Use accessible methodologies when providing and releasing instructions and guidelines related to electoral campaigns.	UEC Sub-commissions	1. No. of instructions (two time on media and website before election campaign)	July-September 2020
		9.5.2	Form mediation committees from the Union level to township level.	UEC	1. Mediation committees are formed (427 committees: 1 Union + 15 states/ regions. Also at district and township level)	July-September 2020
		9.5.3	Make each political party, candidate, NGO and CSO monitor and report.	Respective CSOs NGOs Observers	1. Reports by observers (will depend on number of reports)	January-March 2021
9.6	Conduct educational programs about electoral offenses, punishments and misconduct prescribed in relevant electoral laws, and extract, publish and distribute.	9.6.1	Conduct voter education programs on electoral offenses, punishments, and misconducts.	UEC Sub-commissions and CSOs	1. No. of education programs (2 times in the election year)	July-September 2020
		9.6.2	Publish guidelines, leaflets, and newsletters related to electoral offenses, punishments and misconducts, ahead of the campaign period.	UEC Sub-commissions and respective CSOs	1. No. of guidelines, leaflets and newsletters published and distributed	July-September 2020

Strategic Pillar 10: Election Observation

Strategic Goal: To enhance transparency and credibility by strengthening the electoral observation process.					
No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target
10.1	Enact election observation in the electoral legal framework.	<p>10.1.1 Include and enact election observations in the by-law.</p> <p>10.1.2 Issue an official notification on the code of conduct and procedures for local and international elections observers including recommendations from election observers.</p>	UEC	<p>1. Inclusion of electoral observation in by-law (one time)</p> <p>1. No. of workshops held (4) 2. Type of manuals (2)</p>	<p>January-June 2019</p> <p>July - December 2019</p>
10.2	Supervise election observation groups and observers to ensure that they are comply with the code of conduct.	<p>10.2.1 Issue the code of conduct and procedures for domestic and international observers.</p> <p>10.2.2 Observe elections in accordance with the code of conduct and without bias.</p> <p>10.2.3 Train election observers.</p> <p>10.2.4 Take action against election observation teams and observers that violate the code of conduct.</p>	UEC	<p>1. No. of times the code of conduct and procedures for local and international elections observers is issued (1)</p> <p>1. No. of complaints submitted</p> <p>1. No. of trainings conducted (1)</p> <p>1. No. of complaints 2. No. of actions taken</p>	<p>March-May 2020</p> <p>May 2020 - February 2021</p> <p>January-March 2020</p> <p>May 2020 - February 2021</p>

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target
10.3	Increase cooperation among stakeholders regarding electoral observation plans including security measures.	10.3.1	UEC	<ol style="list-style-type: none"> No. of election observer organizations accredited (53 groups) No. of observers accredited (11,373) No. of members rejected and reasons No. of letters sent to informing sub-commissions 	May-October 2020
		10.3.2	UEC	<ol style="list-style-type: none"> No. of election observer organizations and their members accredited (33 groups) No. of members accredited (312) No. of denied organizations and members and reasons 	May - October 2020
		10.3.3	UEC	<ol style="list-style-type: none"> No. of official letters sent to ministries and UEC sub-commissions (33) No. of times stakeholders are informed about difficulties (33) 	May 2020 - February 2021
10.4	Educate stakeholders including voters, UEC sub-commissions and election observers, ensuring they know and understand the role of electoral observers.	10.4.1	UEC	<ol style="list-style-type: none"> No. of animated videos produced (2) No. of times broadcast on TV channels (5 channels: MNTV, MRTV, MWD, NRD, Skynet) Frequency of TV broadcasts (12 times: 3 times a week x 4 weeks) 	May 2020

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target
		10.4.2 Train the staff from UEC sub-commissions and polling stations on electoral observation.	UEC	<ol style="list-style-type: none"> 1. No. of polling station staff trained (48,000: 22,000 station + 26,000 ward/village sub-commission) 2. No. of polling personnel trained (96,000: 2 trainees x 48,000 stations) 	October 2020
		10.4.3 Conduct training for election observers.	Respective election observers	<ol style="list-style-type: none"> 1. No. of election observation organizations trained (53) 2. No. of trainees observing elections (53: 1 per group) 3. No. of observer trainings conducted (2) 	March - May 2020

Strategic Pillar 11: Monitoring, Evaluation, Review and Planning

Strategic Goal: To monitor the implementation of the Strategic Plan; review implementation progress and revise as necessary; and to gather electoral resources from all stakeholders in order to reach strategic goals successfully.						
No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/Target	
11.1	Establish a monitoring and evaluation unit to provide oversight and to report on implementation of each strategic pillar	11.1.1	Form the strategic plan monitoring and evaluation unit/committee.	UEC State/Region and District Sub- Commissions	<ol style="list-style-type: none"> No. of M&E units (1) No. of M&E trainings conducted (1 time within a year) No. of directives issued (2 within a year) Substitution of M&E members if spots are vacant (2 within a year) 	January 2019
		11.1.2	Monitor and evaluate the implementation of the strategic plan every three months.	UEC M&E unit	<ol style="list-style-type: none"> No. of M&E reports (8 reports, every 6 months) No. of publications to general public (4 reports, annually for 4 years) 	January 2019- December 2022
11.2	Elicit feedback and recommendations from stakeholders through consultations.	11.2.1	Obtain feedback and suggestions from stakeholders on a periodic basis through meetings, surveys or reports.	UEC M&E unit	<ol style="list-style-type: none"> No. of meetings with stakeholders (4) No. of reports submitted that include recommendations for amendments (4) 	Once a year except post-election review period
11.3	Submit progress of implementation to the UEC for review and propose recommendations for modifications to the Strategic Plan.	11.3.1	Modify strategic actions of the strategic plan based on recommendations from progress reports, consultations and other resources.	UEC M&E unit	<ol style="list-style-type: none"> No. of M&E progress reports submitted highlighting the percentage of completed actions and challenges broken down by pillars (8 reports, every 6 months to be completed in 4 years) No. of amendments made (8 reports, every 6 months to be completed in 4 years) 	January 2019- December 2022

No.	Strategic Objective	Strategic Actions	Responsible Actor	Performance Indicators	Timeline/ Target
11.4	Compile and submit the observer recommendations and comparative country examples for the review of the UEC.	11.4.1 Review and discuss the analysis from observer reports and international electoral issues.	UEC M&E unit	1. No. of review meetings on recommendations and comparative analysis (4 times, once a year)	January 2019- December 2022
11.5	All the electoral related data, reports and materials used are published in an Open Electoral Data Platform on the UEC's website for public access and provide a reference for the UEC and sub-commissions to review throughout the electoral cycle.	11.5.1 Compile and share final elections report with disaggregated statistics, archive systematically all reports and materials for research and for easy reference.	UEC Sub-commissions	1. Report finalized and published for distribution (1 report) 2. No. of people who visit the UEC's website for 2020 electoral data and data archived in Research and Archive Department (2,000 people)	Within 45 days after the Election
11.6	Establish a planning committee to conduct post-election review to gather lessons learned, analyze existing electoral data down to township level and submit reports that highlight risks or vulnerabilities and mitigation strategies to protect the integrity, target specific issues and areas and improve the quality of elections and modify strategic goals and objectives when required.	11.6.1 Conduct post-election reviews with staff members from UEC and sub-commissions; Draft a report together with CSOs to modify the Strategic Plan. 11.6.2 Obtain recommendations from post-election reviews, observers' reports and overseas learning experiences.	UEC Sub-commissions CSOs Political Parties and the Observers UEC M&E unit	1. Minimum number of post-election reviews conducted (2) 2. No. of key summary reports highlighting post-elections review and recommendations (1) 1. Draft new strategic plan based on reports, experiences and recommendations	January- December 2022 January – June 2022
		11.6.3 Form committee for drafting the Strategic Plan.	UEC M&E unit	1. New committee formed for drafting strategic plan (1 committee)	January- December 2022



Photo Credit - Aung Myin Ye Zaw

No	Strategic Goal	2019				2020				2021				2022				
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
1.1	Review and amend the electoral laws and by-laws based on the recommendation from post-election reviews with UEC, region/state sub-commissions, political parties and CSOs and recommendations from observer reports, taking consideration of gender equality and more participation of ethnic communities and persons with disabilities.																	
1.2	Propose amendments to the laws for parliament (Pyidaungsu Hluttaw) to consider, and continue to review the laws and collaborate among Hluttaw, relevant committees, and Hluttaw representatives before 2020 elections.																	
1.3	Revise and re-draft the electoral working guidelines and codes of conduct in accordance with amended laws and by-laws.																	
1.4	Publish online and in print electoral laws, by-laws, regulations, working guidelines, instructions, codes of conduct for political parties and Hluttaw candidates and translate key parts into main ethnic languages and disseminate to ensure everyone understands.																	
1.5	Educate broadly and effectively the different levels of sub-commissions, political parties and candidates on electoral laws and by-laws.																	

No	Strategic Goal	2019				2020				2021				2022			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1.6	Review and analyze the laws and by-laws during the post-election period.																
2.1	Recruit transparently in accordance with the guidelines; expand human resources; adopt policies of promotion policies based on assessing of the qualification and performance of staff. (Such policies should incorporate gender equality, persons with disability and ethnic people.)																
2.2	Form a training unit at the UEC in order to enhance the capacity of the UEC staff.																
2.3	Conduct trainings on elections, and on civil servants' laws, by-laws, rules, regulations and codes of conduct.																
2.4	Educate new staff and other associated staff who come from other ministerial departments, so that they can work effectively on elections.																
2.5	Conduct electoral related cascade trainings for the Commission, sub-commissions, polling station officers and polling staff so that they have a better understanding of their roles and responsibilities and are able to deal with voters and political parties.																
2.6	Hold awareness discussions on the roles and responsibilities and conflict sensitivities with security bodies, the UEC, respective CSOs, technical experts, political parties, observers and other stakeholders.																

No	Strategic Goal	2019				2020				2021				2022				
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
2.7	Conduct a needs assessment in order to enhance the staff capacity during the post-election period.																	
2.8	Establish the Union Election Academy (UEA) to ensure UEC staff are well equipped and officially certified.																	
3.1	Adopt a methodology of voter list preparations that helps to establish a comprehensive and accurate voter list.																	
3.2	Include representatives from GAD and INRD in forming working committees that will help to implement the voter list.																	
3.3	Develop an implementation plan for updating the voter list.																	
3.4	Plan and propose the budget required for updating the voter list; ensure adequate budget, and request support from international organizations.																	
3.5	Form and assign teams to prepare the voter list.																	
3.6	Provide trainings for the voter list preparation.																	
3.7	Make plans to pilot the voter list preparations and implementation.																	
3.8	Develop and implement a work plan to persuade voters to participate in the voter list preparation.																	

No	Strategic Goal	2019				2020				2021				2022			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
		3.9	Develop and implement a work plan to collaborate with political parties, CSOs and the media.														
3.10	Prepare the voter list for each constituency and save it in the central server.																
3.11	Announce and display preliminary voter list so that eligible voters are able to check their names on the list, and make corrections as required. Maintain all data in the central server, and ensure accessibility online.																
3.12	Following the corrections, announce the final voter lists for each polling station on the Election Day at relevant ward/village-tract sub-commissions.																
3.13	Make ongoing corrections as required to maintain a comprehensive and accurate voter list.																
4.1	Plan the timetable of electoral process to hold successful elections.																
4.2	Identify funding needs and develop an operational budget plan.																
4.3	Develop an operational and budget plan in the event of by-elections, and prepare for the 2020 electoral process by learning lessons from the by-elections.																
4.4	Enhance integrity measures of the elections to prevent fraud.																

No	Strategic Goal	2019				2020				2021				2022				
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
4.5	Cooperate fully with different levels of electoral security management committees formed by MoHA or relevant ministries.																	
4.6	Collaborate with relevant ministerial departments on communication and transportation of electoral materials and ballot papers to ensure they reach the relevant polling stations, and when electoral results are to be announced.																	
4.7	Develop a universal electoral budget for the UEC, differentiating between institutional and operational expenses, including costs for implementing strategic objectives and having to support cost for other ministries to provide security for voter list preparation or polling.																	
4.8	Establish effective communication between the UEC and sub- commission offices to improve the supervision and flow of information.																	
4.9	Enhance effectiveness of operations by checking, maintaining and upgrading the equipment and communication devices required by sub-commission offices.																	
4.10	Designate polling stations that can be more accessible to all, guided by the recommendations from disabled persons organizations (DPO) and laws.																	

No	Strategic Goal	2019				2020				2021				2022				
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
4.11	Ensure that the ballots and other electoral kits for each constituency arrive at the polling station on time as stated in the electoral timeline, and secure sensitive electoral materials.																	
4.12	Publish electoral information and news on the UEC's website so that it is accessible to stakeholders.																	
4.13	Conduct the advance voting process with transparency and integrity so that it gains more trust and credibility.																	
4.14	Enhance the transparency of the advance voting process by designating and announcing the days for advance voting, ensuring the observers and political parties' agents have access.																	
4.15	Supervise the announcement of elections results so that it can reach the public in a timely manner and with fewer errors.																	
4.16	To enhance transparency, ensure quick and timely announcements of elections results through state-run media, the UEC's Information Center and website.																	
4.17	Audit the electoral expenditures of each sub-commission.																	
4.18	Prepare a work plan for by-elections for vacant seats in 2021-2022, following the 2020 elections.																	

No	Strategic Goal	2019				2020				2021				2022				
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
5.1	Expand civic and electoral knowledge by conducting in-house trainings for UEC and sub-commission, and monitor the effectiveness of the trainings by developing an educational action plan.																	
5.2	Publish voter education materials, such as manuals, pamphlets and posters, in Myanmar language and as many other ethnic languages as possible.																	
5.3	Ensure that stakeholders have access to electoral information and materials on the UEC's website and social media platforms.																	
5.4	Strive for greater cooperation and coordination between the UEC, sub-commissions and all stakeholders to improve the delivery of voter and civic education.																	
5.5	Collaborate with mass media outlets, such as television, radio and newspapers, to disseminate electoral information to voters and first-time youth voters.																	
6.1	Review the EDR laws and procedures, and develop and approve special EDR procedures to address complaints and objections.																	
6.2	Educate political parties, candidates and the public about electoral offenses, misconducts and EDR procedures, raise awareness of when, where and how to file a complaint to the mediation committees or to the Tribunal.																	

No	Strategic Goal	2019				2020				2021				2022				
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
6.3	Ensure that different levels of UEC sub-commissions are assigned with an exact mandate, and trained to resolve disputes and complaints that occur before, during and after elections.																	
6.4	Form tribunals to accept objections hear and resolve the cases at the UEC office and other areas across the country so that the public can access to the judicial system; and approve resolutions.																	
6.5	Hear, resolve and judge the appeals by either the objector or the one who objected if they were not satisfied with the resolution of the tribunal, and carry out appeals in a transparent manner.																	
6.6	Form different levels of electoral mediation committees to resolve disputes and objections likely to occur before and during the elections, design and train the mandate and procedures of the committee.																	
6.7	Hear and transparently resolve electoral disputes, objections and appeals so that the process is stronger and more transparent; record the cases in the computer; record and pass resolutions by using the case tracking system of objection cases; and announce the resolutions.																	

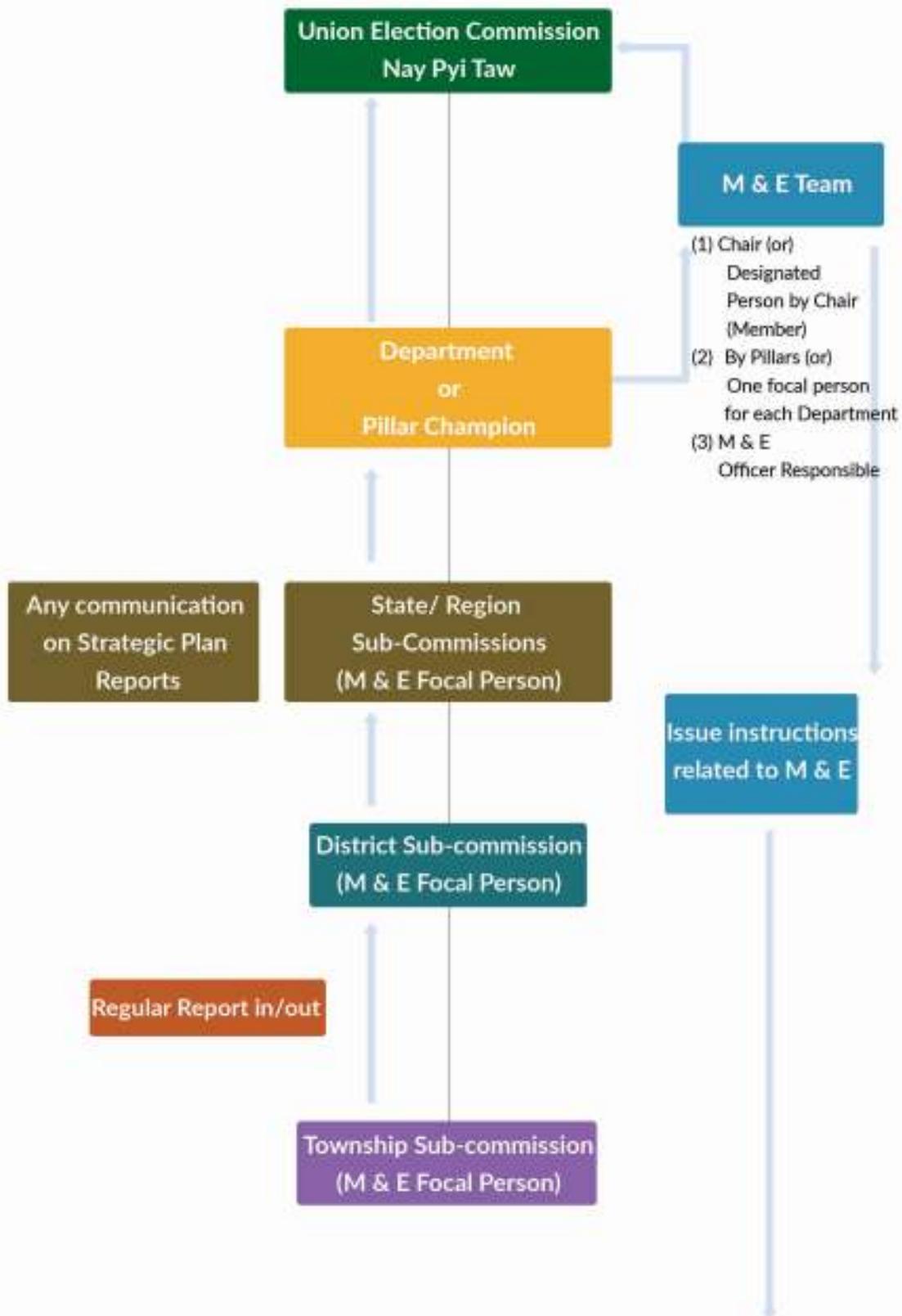
No	Strategic Goal	2019				2020				2021				2022				
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
7.1	Centralize communication activities to ensure the effective and accurate dissemination of information to all stakeholders. (if necessary to disseminate with respective ethnic languages)																	
7.2	Ensure the electoral process runs smoothly by coordinating both domestic and international organizations and maximizing electoral resources.																	
7.3	Establish a mechanism/procedure to improve communications with all sub-commission officers.																	
7.4	Establish a better relationships through regular engagement with all stakeholders especially sub-commissions, civil society organizations (CSOs), respective ministries, political parties, village/ward administrators and respected elders.																	
8.1	To ensure greater diversity and inclusion of all genders, ethnic groups, youth and persons with disabilities at all levels of UEC/sub-commissions, including decision-making levels, through full participation and equal opportunity.																	

No	Strategic Goal	2019				2020				2021				2022				
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
8.2	To remove physical, environmental, communication and institutional barriers which limit equal participation in elections.																	
8.3	To promote inclusive elections by developing policies and activities that raise awareness and challenge accepted social and traditional practices and utilize strategies to counter hate speech and disinformation.																	
9.1	Conduct education programs for candidates (including women and persons with disabilities) to understand the provisions contained in Political Parties Registration Law, By-laws, relevant Electoral Laws and By- laws.																	
9.2	Identify, develop and distribute the code of conduct for political parties and candidates.																	
9.3	Educate political parties about budgeting, recording electoral expenses and bookkeeping, and monitoring compliance																	
9.4	Conduct education programs related to the submission of candidate nominations, election agents, polling station agents and assistant agents.																	
9.5	Ensure that political parties and all candidates monitor their own compliance with the laws, rules and regulations during electoral campaigns.																	

No	Strategic Goal	2019				2020				2021				2022				
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
9.6	Conduct educational programs about electoral offenses, punishments and misconduct prescribed in relevant electoral laws, and extract, publish and distribute.																	
10.1	Enact election observation in the electoral legal framework.																	
10.2	Supervise election observation groups and observers to ensure that they are comply with the code of conduct.																	
10.3	Increase cooperation among stakeholders regarding electoral observation plans including security measures.																	
10.4	Educate stakeholders including voters, UEC sub-commissions and election observers, ensuring they know and understand the role of electoral observers.																	
11.1	Establish monitoring and evaluation unit to provide oversight and to report on implementation of each strategic pillar.																	
11.2	Elicit feedback and recommendations from stakeholders through consultations.																	
11.3	Submit progress of implementation to the UEC for review and propose recommendations for modifications to the Strategic Plan.																	

No	Strategic Goal	2019				2020				2021				2022				
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
11.4	Compile and submit the observer recommendations and comparative country examples for the review of the UEC.																	
11.5	All the electoral related data, reports and materials used are published in an Open Electoral Data Platform on the UEC website for public access and provide a reference for UEC and sub-commissions to review throughout the electoral cycle.																	
11.6	Establish a planning committee to conduct post-election review to gather lessons learned, analyze existing electoral data down to township level and submit reports that highlight risks or vulnerabilities and mitigation strategies to protect the integrity, target specific issues and areas and improve the quality of elections and modify strategic goals and objectives when required.																	

Monitoring and Evaluation Reporting Procedure



Remark

Conduct M&E training for M&E focal person for State/Region, District and Township

Division of timeline

1. On a quarterly basis, reports will be collected on the Strategic Plan's activities and sub-activities, broken down by pillars.

Data collection

2. In order to collect data once every three months, the Monitoring and Evaluation Team shall prepare a list of performance indicators that will be collected quarterly, based on activities and sub-activities contained in each of the strategic pillars. In order to do so, coordination meetings should take place with the responsible person for each pillar.

3. In accordance with Section (2), the Monitoring and Evaluation Team shall ask the following responsible persons, who will implement activities and sub-activities in the planned period:

- a) Commission (Concerned Department)
- b) Region or State Sub-commissions
- c) Self-Administered Zone/Area, Region, District Sub-commission
- d) Township Sub-commissions
- e) Respective Ministry, Political Parties, Civil Society Organizations and the Media

4. The Monitoring and Evaluation Team will prepare indicators according to the data to be collected per Section (2):

- a) If the responsible person for collecting data for indicators is the township sub-commissions, indicators should be filled within column 1 to 4 in the reporting template attached (A).
- b) If the responsible person for collecting data for indicators is the Self-Administered Zone/Area, District Sub-commissions, indicators should be filled within column 1 to 4 in the reporting template attached (B).
- c) If the responsible person for collecting data for indicators is the state/region sub-commissions, indicators should be filled within column 1 to 4 in the reporting template attached (C).
- d) If the responsible person for collecting data for indicators is the Union Election Commission (UEC), concerned ministries, Political Parties, CSOs and Media, indicators should be filled within column 1 to 4 in the reporting template attached (D).

5. The Monitoring and Evaluation Team shall send a list of indicators in accordance with Section (4) to the responsible persons not later than the first week of the first month as per the time frame. When sending the list, respective departments will be copied.

6. After receiving a list of indicators as per Section (5), the responsible person will report on the status of the required indicators for each activity and sub-activity:

- a) In order to fill the status of implementation in the quarterly reporting template, a separate record should be kept for each indicator per month.
- b) Township sub-commissions shall combine all monthly records as per clause (a) and fill into the quarterly reporting template attached (A) at column (5) and submit to their respective district sub-commissions no later than the third week of the month in accordance with the time frame.
- c) Self-Administered Zone/Area, district sub-commissions will combine all data as per clause (a) and fill in the quarterly reporting template attached (B) at column (5) and submit to their respective State and Region sub-commissions no later than the fourth week of the third month.
- d) State and Region sub-commissions will combine all data as per clause (a) and enter into the quarterly reporting template attached (C) at column (5) and submit to their respective focal department by pillar no later than the first week of month one of the following quarter.

- e) Respective focal department for each pillar shall combine all data collected as per clause (a) and fill into the quarterly reporting template attached (D) at column (5) and submit it to the Monitoring and Evaluation Team no later than the first week of the first month.

7. After receiving the list as per section (5), the respective focal person shall undertake the following for quarterly reporting:

- a) If the responsible person for sub-activities is sub-commissions, respective region and state sub-commissions shall prepare a report as per section (6-d) and submit it to the respective department.
- b) If the responsible person for sub-activities is the Commission, concerned ministries, political parties, CSOs and the media then the concerned department shall consolidate all indicators in accordance with section (6-C) and send to the Monitoring and Evaluation Team.

Data Analyzing

8. The responsible person as per Section (7) shall verify the consolidated indicators submitted for each activity with the following measures:

- a) If the indicator is quantitative, then to check whether the following are provided or not:
 - (1) Number
 - (2) Percentage
 - (3) Scale
 - (4) Activities implemented
- b) If the indicators are qualitative, then to check the following are provided or not:
 - (1) Finished/not finished
 - (2) Done/ Undone
 - (3) Scale (very good/good/poor/very poor)

9. Monitoring and Evaluation Team shall evaluate the consolidated facts and indicators submitted to them. In addition, apart from the criteria mentioned in Section (8) the following measures shall be taken into account in analyzing:

- a) Accuracy
- b) Measurability
- c) Relevance
- d) Timeliness

10. If the Monitoring and Evaluation Team identified that the prepare provided data was inaccurate and/or irrelevant, then the responsible person will be notified in writing with reasons and with the date to resubmit the revised data. The letter will be copied to the respective department.

11. The Monitoring and Evaluation Team shall enter verified indicators into the reporting template for each activity. For data completion, Template (C), which is attached, shall be used.

Data Reporting

12. The Monitoring and Evaluation Team shall submit a report that is prepared in accordance with Section (13) for each pillar of the Strategic Plan and a consolidated report of activities to the Commission by every (6) months in a year no later than the third week of the first month of the quarter.

13. A list of performance indicators of each activity approved by the UEC shall be circulated to the respective focal person within each department.

Publication of the report

14. The Monitoring and Evaluation Team shall prepare and consolidate a list of activities implemented by pillars that are appropriate to publish for the general public based on approved indicators from quarterly reports and submit to the Commission every October annually.

15. To be able to produce an annual report every January, the Monitoring and Evaluation Team shall prepare a list of activities implemented for each pillar that have been approved by the Commission, in a simple way that makes it easy for general public to understand together with a summary of the progress.

16. In order to publish a report on the UEC's website and in the media, guidelines and procedures of the UEC shall be followed.

General

17. The Monitoring and Evaluation Team shall prepare trainings as necessary related to understanding and complying with the monitoring and evaluation of the Strategic Plan.

18. The Monitoring and Evaluation Team needs to develop a monitoring and evaluation calendar. When the calendar is developed, the team shall disseminate it to the respective focal person for each department.

19. All information collected with regard to the Strategic Plan and monitoring and reporting documents will be documented and archived by the Monitoring and Evaluation Team annually.

Strategic Plan Quarterly Report (2019 -Township (Township to District)					
Sr	Activity	Sub-Activity	Description of Activity	Summary of activities implemented	Remark
1	2	3	4	5	6
1	3.7	3.7.5	Provide trainings required for the team to prepare the voter list	Training for preparing voter list was conducted on (.....) at (.....) to () no. of participants	
2	3.10	3.10.1	Prepare voter list for each constituency	Voter list for each constituency was completed on (.....)	

Township Officer



Signature
 Name
 Designation

Strategic Plan Quarterly Report (2019 -) (District to State/Region)District					
Sr	Activity	Sub-Activity	Description of Activity	Summary of activities conducted	Remark
1	2	3	4	5	6
1	3.7	3.7.5	Provide trainings required for the team to prepare the voter list	() no of trainings were conducted for () no. of voter list preparation teams from () to () at () no. of townships in the district.	
2	3.10	3.10.1	Prepare voter list for each constituency	Voter list preparation for each constituency was conducted from () to () at () townships in the district.	

District Officer



Signature

Name

Designation

Strategic Plan Quarterly Report (2019 ----- State/Division		(State/Region to Commission)					
Sr	Activity	Sub-Activity	Description of Activity	Summary of activities implemented	Target	Targeted Completed or not	Remark
1	2	3	4	5	6	7	8
1	3.7	3.7.5	Provide trainings required for the team to prepare the voter list	Voter registration trainings have been held for () no. of teams from (10-11-2019) to (20-12-2019) at () no. of townships, in () no. of districts of the State/Region.	Nov-Dec 2019	Completed	
2	3.10	3.10.1	Prepare voter list for each constituency	Voter registration in respective constituencies have been completed from (15-6-2020) to (31-08-2020) in () townships in the State/Region	July-Sept 2020	Completed	

State/Region Officer



Signature -----

Name -----

Designation -----

Strategic Plan Quarterly Report (2019 -) () Department to M&E Team Department: Research and Archive							
Sr	Activity	Sub-activity	Description of activity	Summary of activities implemented	Target	Target completed or not	Remark
1	2	3	4	5	6	7	8
1	3.7	3.7.5	Provide trainings required for the team to prepare the voter list	Trainings to voter registration teams consist of () teams/() members in the constituencies were completed on (30-12-2019).	Nov-Dec 2019	Completed	If not completed, to describe progress of percentage.
2	3.10	3.10.1	Prepare voter list for each constituency	Voter registration in townships was completed on 20-09-2020.	July-Sep 2020	Completed	If not completed, to describe progress of percentage.

Department Focal Person



Signature

Name

Designation

Strategic Plan Quarterly Report (2019 -) () Department to M&E Team							
Department: Election							
Sr	Activity	Sub-activity	Description of activity	Summary of activities implemented	Target	Target completed or not	Remark
1	2	3	4	5	6	7	8
1	4.1	4.1.1	In order to hold elections successfully, elections calendar has been developed.	Election calendar was developed and completed on 20/04/2020 and was approved.	Apr-20	Completed	If not finished, provide actions plan to be taken.
2	4.2	4.2.1	To identify the budget requirements by developing a budget and operational plan	Operational plan with budget was completed in Feb 2019 and submitted.	Mar-Sept 2019 Mar-Sept 2020	Completed	

Department Focal Person



Signature

Name

Designation

Strategic Plan Quarterly Report October-December-2019 M&E Team to Commission														
Strategic Pillar (3): Voter Registration and Data Management														
Responsible Department: M&E Team														
Sr	Activity	Sub-activity	Description of Activity	Indicator	2019			2020			2021			Remark
					Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	
1	2	3	4											5
1	3.7	3.7.5	Provide trainings required for the team to prepare the voter list at different levels of the sub-commissions	T										Describe progress of implementation in summary.
2	3.10	3.10.1	Prepare voter list for each constituency	T										Voter registration will be conducted in respective constituencies from June 2020.
				T										
				A										



Remark: This form is for qualitative data on a scale of: [done/undone, complete/incomplete, scale (very good/good/poor/very poor)]

M&E Focal Person

Signature
 Name
 Designation

Strategic Plan Quarterly Report October-December 2020 M&E team to Commission

Responsible Department: M&E Team

Strategic Pillar (4): Electoral Operations

Sr	Activity	Sub-activity	Description of Activity	Indicator	2019			2020			2021			2022			Remark
					Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	
1	4.5	4.5.2	4 Conduct training for staff on how to utilize an election risk assessment tool and its methodology.	T				15	166	242						5 Training could not be conducted as no sub-commission has been formed at Matupi District, Pan San (Pan Kam), Nar Phan, Pan Wah, Mongmaw, Mongla. 98.6% completed	
								15	165	237							
				T													
				A													
				T													
				A													



M&E Focal Person

Signature
 Name
 Designation

Remark: The form is for quantitative data.

2015 Elections in Numbers

MORE THAN
23.9 Million
VOTERS



Pyithu
Hluttaw
Elections

23,847,159 ballots

Amyetha
Hluttaw
Elections

23,947,339 ballots

Regional
Hluttaw
Elections

23,374,809 ballots

Ethnic Representatives

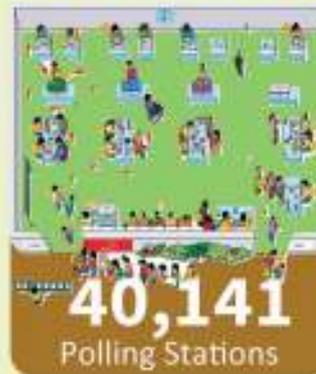
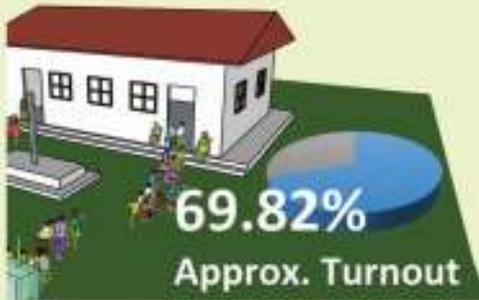
2,998,513 ballots

34,295,334
VOTERS ON THE LIST
ON THE ELECTION DAY

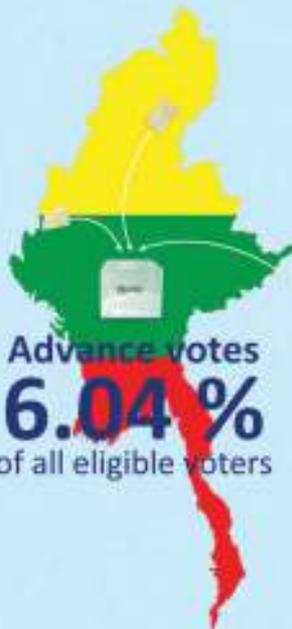


47.78%

52.22%



Advance votes
6.04%
of all eligible voters

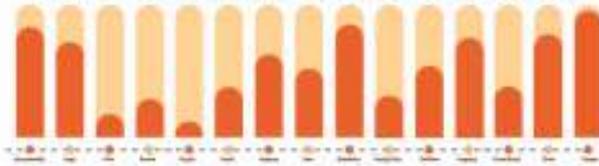


INVALID VOTES
5.38%
of all ballots cast

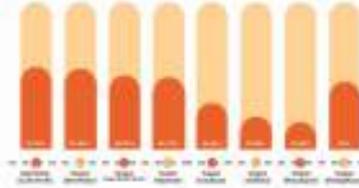


2015 VOTER LIST in numbers

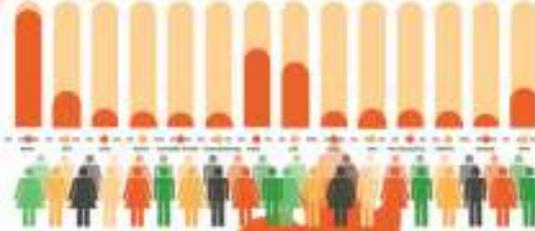
No. of Voters in the list by States/Regions



More than **1 Million** Transfers (Form - 3A) throughout the country



3,866,602 ethnic registrants recorded in the list



*% of the voter list matching the 2014 Census data **96.6%**

*Marked as based on the 2014 Register Registration and Issuing Census and the data collected during the 2012-2013 form 1&2 update. Discrepancies are due to register updates being entered into the voter list but unmarked in census and the omission of multiple surnames in census such as parents in the full name and surname not included in the voter list.

75%

of the population in Myanmar came to Voter List Displays to check their names on the list

*According to a public survey conducted in January 2015

No. of voters in the Central Database

34,295,334

47.78%

52.22%

7.6 Million
Amendments made

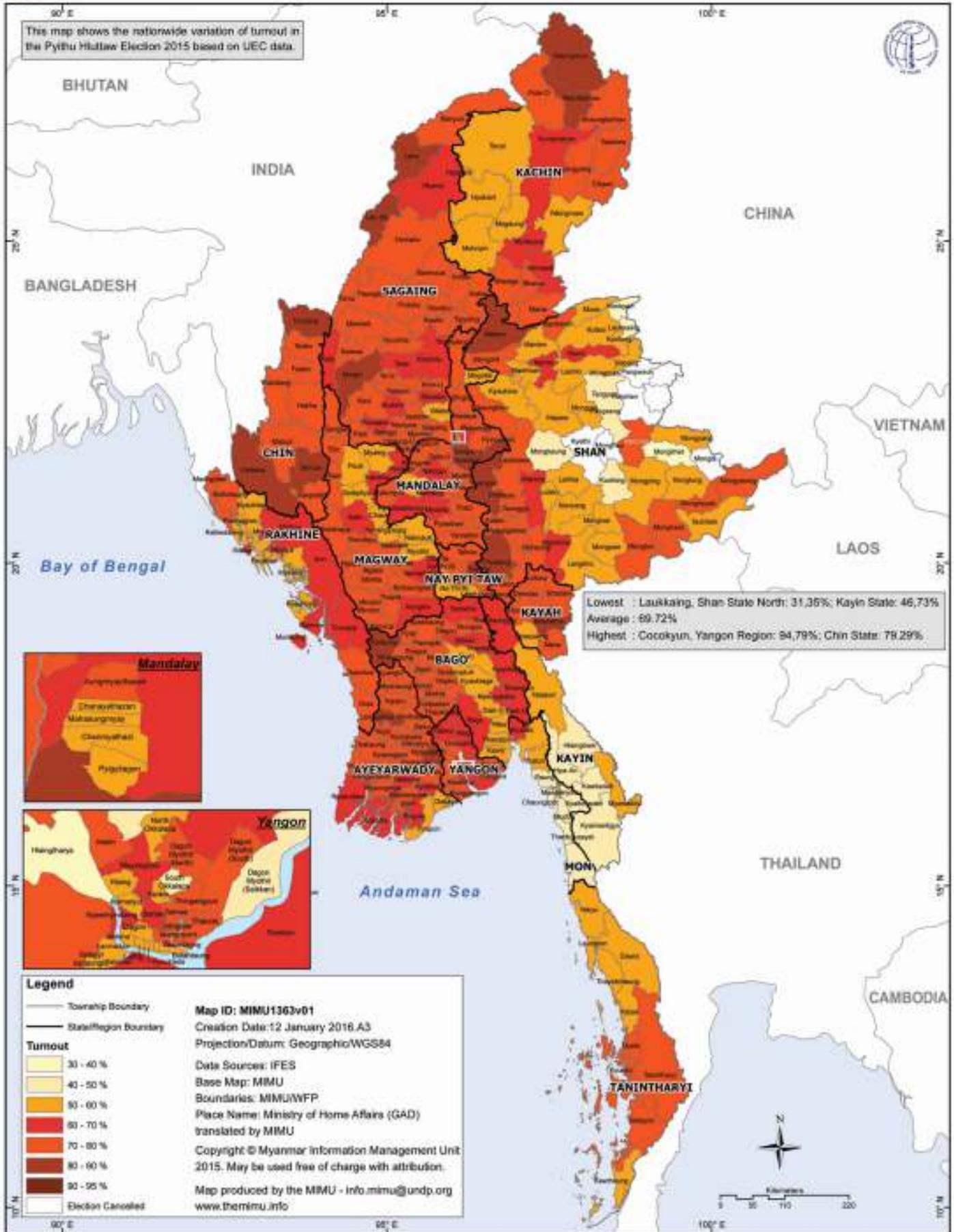


400,000 people checked their names online at

<https://checkvoterlist.uecmyanmar.org>

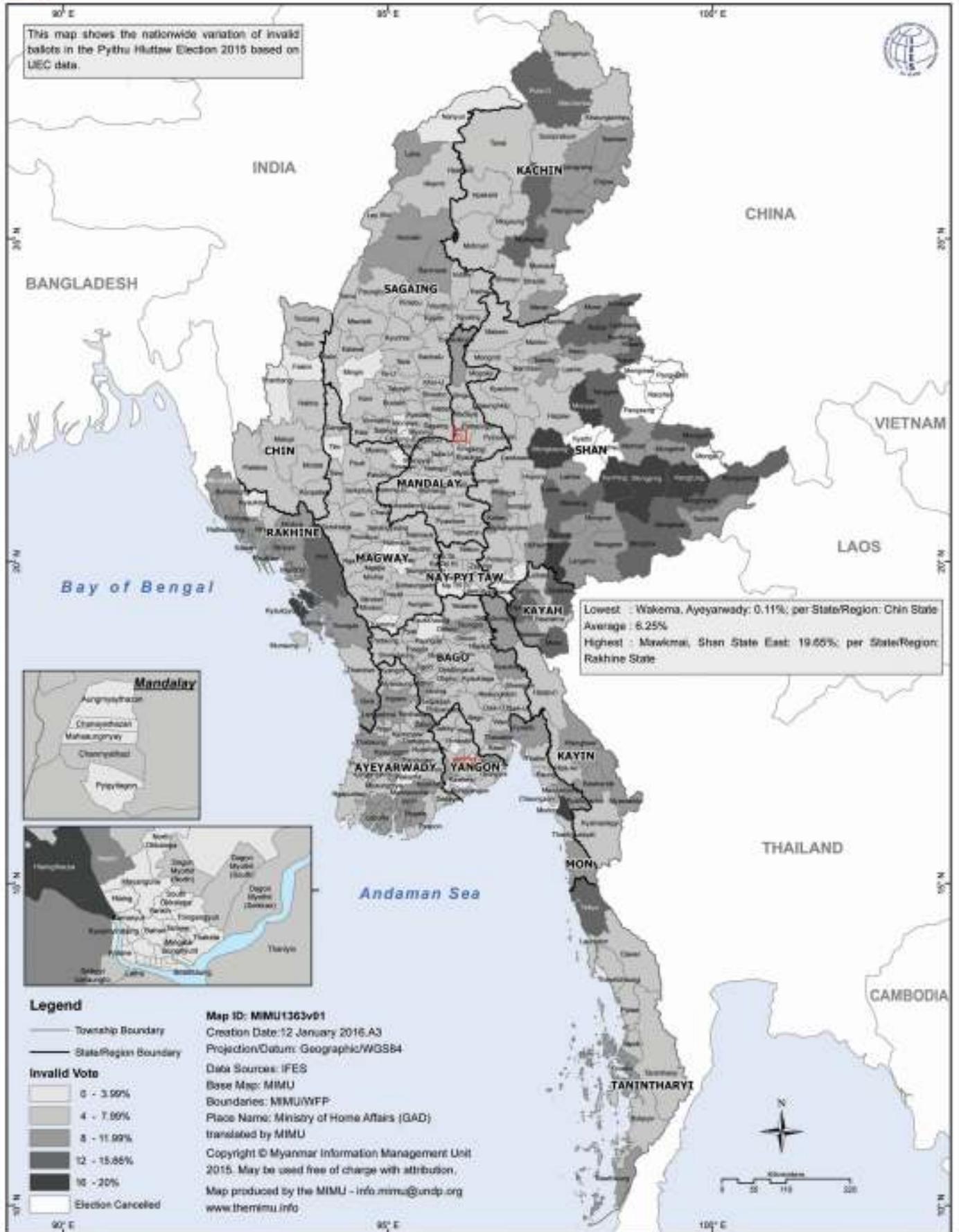
Information is accurate as of the date of publication. The information is subject to change without notice.

Turnout in the 2015 Elections



Disclaimer: The names shown and the boundaries used on this map do not imply official endorsement or acceptance by the United Nations.

Invalid Votes in the 2015 Elections



Disclaimer: The names shown and the boundaries used on this map do not imply official endorsement or acceptance by the United Nations.

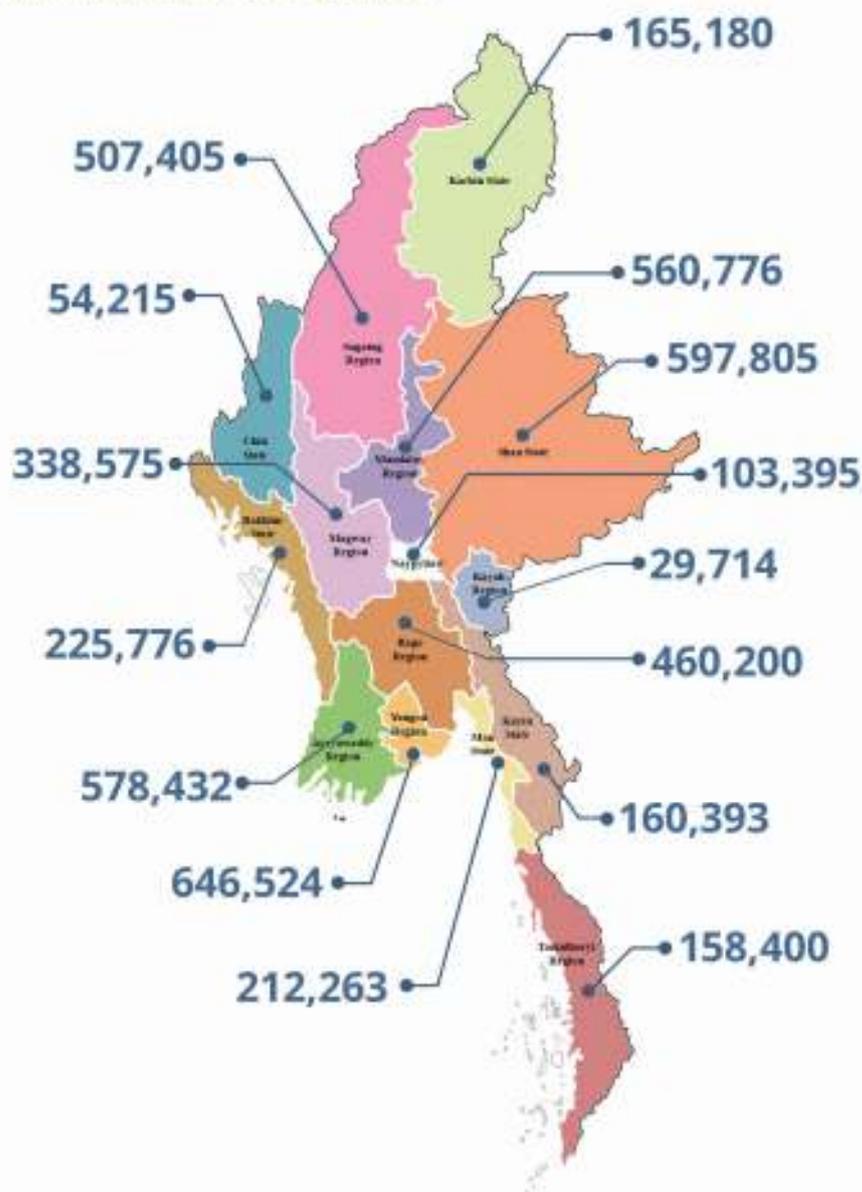
The Union Election Commission is coordinating with CSOs to implement this *First Time Youth Voter Education Project* that aims to reach out and engage youth voters, by prioritizing townships with low voter turnout, to raise awareness about the importance of participation in the next General Elections in 2020.

4.8 Million (ESTIMATED)

ESTIMATED NUMBER OF VOTERS WHO WILL HAVE REACHED 18 YEARS OLD BY NEXT GENERAL ELECTIONS IN 2020

ESTIMATED NUMBER OF VOTERS BY AGE IN 2020

AGE IN 2020	MALE & FEMALE
18	1,005,379
19	1,038,720
20	970,235
21	927,940
22	856,778



Disclaimer: Rough estimates drawn from population projections from the 2014 National Census.

Acronyms

CEDAW	UN Convention on the Elimination of Discrimination Against Women
CRPD	UN Convention on the Rights of Persons with Disabilities
CSO	Civil Society Organization
CVEC	Civic and Voter Education Coordination
DPO	Disabled Person's Organization
EAP	Electoral Assistance Provider
GAD	General Administrative Department
ICT	Information and Communication Technology
IDP	Internally Displaced Persons
LGBTQI	Lesbian, Gay, Bisexual, Transgender, Queer and Intersex
M&E	Monitoring & Evaluation
NSPAW	National Strategic Plan for the Advancement of Women
SWOT	Strength, Weaknesses, Opportunities, Threats
UEA	Union Electoral Academy
UEC	Union Election Commission
VE	Voter Education
WG	Working Group

Strategic Plan Drafting Committee Members

No	Strategic Pillar	Strategic Plan Drafting Committee Members	Leaders of the respective pillar and their titles
1	SP 1 : Legal Reform and Parliamentary Liaison	U Sai Kyaw Thu U Naing Thura Soe	Director Tribunal Department
2	SP 2: Institutional and Professional Development	U Kyaw Kyaw Soe Daw Sandar Win Shwe Daw Khin San Yin U Tint Naing Maung	Director Admin, Logistics and Finance Department
3	SP 3: Voter Registration and Data Management	U Thein Oo Daw Khin Win Myint U Tun Naing Oo	Director Research and Archive Department
4	SP 4: Electoral Operations and Integrity	U Yeyint Lwin U Kyaw Kyaw Soe U Aung Myo Thant	Deputy Director General Elections Department
5	SP 5: Civic and Voter Education	U Win Lwin Oo Daw Nelly Sann	Assistant Director Research and Archive Department
6	SP 6: EDR, Conflict Sensitive Approaches and Mediation	U Sai Kyaw Thu U Myat Htun Oo	Director Tribunal Department
7	SP 7: Stakeholder Relations and Coordination of Electoral Assistance	U Tin Maung Latt Daw Nelly Sann	Assistant Director Meetings Department
8	SP 8: Promotion of Inclusive Participation	Daw Nelly Sann U Win Lwin Oo	Assistant Director External Relation Department
9	SP 9: Political Party/Candidates Compliance and Campaign Finance	U Win Oo Khaing U Zaw Naung Latt	Director Elections Department
10	SP 10: Election Observation	U Sai Kyaw Thu U Myat Htun Oo Daw Nelly Sann	Director Tribunal Department
11	SP 11: Monitoring, Evaluation and Planning	U Yeyint Lwin U Nanda Nay Linn	Deputy Director General Elections Department (Monitoring and Evaluation Unit)

Union Election Commission

No.22, Zay Ya Htar Ni (2) Road, Nay Pyi Taw.

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