



Union Election Commission Myanmar

Strategic Plan 2014 - 2018



Union Election Commission

Strategic Plan 2014 - 2018

*Working together with stakeholders
towards successful and credible elections*

Message from the Chairman

I am delighted to launch the Union Election Commission's Strategic Plan 2014-2018. The Republic of the Union of Myanmar is an independent sovereign nation where a diverse number of ethnic nationalities live in unity. Our country strives to exercise a genuine and well-organized democracy, enabling political parties to be established systematically so that a multi-party democratic system can flourish.



Being a democratic country, people's representatives are elected for each of the Hluttaws so that the three branches of government in the country can be shared, and provide checks and balances for each other. Elections are very important for sustaining democracy. However, as holding elections is a complicated task and can never achieve a "win-win" result, it is also a demanding, controversial and challenging job.

The Union Election Commission was able to hold the 2010 general elections and 2012 by-elections despite human resource, material and logistical challenges. We are now implementing each phase of the electoral cycle one after the other.

The strategic plan includes vision, mission and guiding principles, measurable strategic goals and objectives. Issues and assumptions have been identified and solutions to solving these challenges have been explored and also included. As elections are a complicated and challenging task, human resources, buildings, advance materials and vehicles, management and trainings are needed for successful elections. Hence, the commission has explored and identified the current situation and drafted this Strategic Plan with long-term strategic goals and activities aimed to address the conditions for the next few years in Myanmar.

The Union Election Commission has reviewed the rules, directives, handbooks and guidelines and is planning to amend them to address the current situation. We have also planned to recruit staff for different levels of the commission. The need to provide buildings, vehicles and materials, communication equipment for all levels of sub-commissions has also been identified. It is also necessary to build trust with political parties, civil society organizations, and the media. Activities to ensure all eligible voters will be able to vote, work on compiling an accurate voter list and to cooperate on voter education on voting correctly are mentioned in the plan. Voter education in ethnic languages will encourage ethnic voters to participate in the elections. As women, ethnic groups and persons with disabilities should be able to participate in the electoral process, a strategic pillar has been established to encourage this. The strategic plan will aim to strengthen the ability of political parties to comply with the laws, and measures will be taken to keep checks and balances and deter offenses, and to reduce disputes and complaints. Arrangements to judge disputes with free and fair tribunals are also mentioned.

In the strategic plan, key topics related to the elections have been identified and will be implemented comprehensively. The implementation process will be continuously monitored and modified according to needs. It will be implemented according to the timeline in the plan. Technical expertise, materials and resources, and support from the international community will be necessary not only for implementing the strategic plan but also for the commission.

I would like to acknowledge the members of Strategic Planning Committee and Working Group for their hard work and support in the past months while developing the strategic plan, as well as political parties, women's organizations, civil society organizations, disabled persons' organizations, and the media for their input and recommendations during the consultation of the draft strategic plan. I would also extend our appreciation to the United States Agency for International Development (USAID) and the International Foundation for Electoral Systems (IFES) for their support during the strategic planning process.

The Strategic Plan 2014-2018 of the Union Election Commission will be very helpful in improving and the effective implementation of the operations of the commission. I am confident that this plan will provide good support for holding the elections in 2015 successfully and believe that it will be a good foundation for the upcoming elections.

All citizens, representatives from all assemblies, political parties, civil society organizations, media and the commission itself welcome cooperation and coordination to hold free, fair and credible elections.



Tin Aye, Chairman
Union Election Commission

Introduction to the Union System of Myanmar

2



Myanmar is a unitary presidential constitutional republic with a union system.

The legislative power of the union is shared among the Pyidaungsu Hluttaw, Region and State Hluttaw. The Pyidtaungsu 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 7 states and 7 regions with 12 seats each for the 14 states and regions making 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 each is elected for 330 constituencies and each constituency is based on existing 330 township boundaries. The remaining 110 seats (25%) are Army Representatives (AR) selected by the Commander-in-Chief according to the constitution.

Region and State Hluttaws

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

Table of Contents

	Page
Message from the Chairman	1
1. About the Union Election Commission	4
2. Strategic Planning Methodology and Process	5
3. Institutional and Contextual Analysis	7
3.1 The Electoral Cycle and SWOT Analysis	7
3.2 Strategic Issues and Assumptions	8
3.3 Risk Analysis	11
4. Strategic Vision, Mission and Guiding Principles	12
5. Strategic Pillars, Goals, Objectives, Outputs and Impact	13
Strategic Pillar 1: Legal Framework	14
Strategic Pillar 2: Union Election Commission Structure	15
Strategic Pillar 3: Human Resources and Professional Development	16
Strategic Pillar 4: Voter Registration	17
Strategic Pillar 5: Information and Communication Technology	18
Strategic Pillar 6: Electoral Operations	19
Strategic Pillar 7: Stakeholder Relations	20
Strategic Pillar 8: Civic and Voter Education	21
Strategic Pillar 9: Promotion of Inclusive Participation	22
Strategic Pillar 10: Political Party and Candidate Compliance	23
Strategic Pillar 11: Electoral Dispute Resolution	24
Strategic Pillar 12: Monitoring and Evaluation	25
6. Tables of Strategic Actions, Performance Indicators and Timeline for each pillar	26
7. Strategic Planning Calendar	54
8. Acronyms	60

1. About the Union Election Commission

After the 2010 general elections, the President formed the Union Election Commission, composed of the following persons, with announcement number 5/2011 from the President's office to hold elections successfully according to the constitution.



U Tin Aye
Chairman



U Myint Naing
Commissioner



U Aung Myint
Commissioner



Dr. Daw Myint Kyi
Commissioner



U Win Kyi
Commissioner



U Nyunt Tin
Commissioner



U Win Ko
Commissioner



U Tin Tun
Secretary

The Republic of the Union of Myanmar uses a union 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 in holding credible elections in 2015 which strive to meet international standards.

Union Election Commission formed the Sub-Commissions at different levels in all States/Regions, Districts, Townships and Wards/Village tracts as follows:

No. of Region/State Sub-Commissions - 14

No. of District Sub-Commissions - 73

No. of Township Sub-Commissions - 330

No. of Ward/Village tracts Sub-Commissions - 15780



2. Strategic Planning Process

2.1 Methodology

The Strategic Planning Cycle

As in an electoral cycle, the methodology used in a strategic planning exercise is also based on a cyclical and revolving process; unfolding through several steps, each with a well-defined start and completion stage.

Hence, regardless of the strategic planning approach adopted by the Electoral Management Body, the implementation of this methodology revolves around a sequential set of actions – or steps – which are closely linked and interdependent.

Implementation of each step is not only heavily reliant upon the successful completion of the preceding one, but also essential for both the start and the successful conclusion of the ensuing step; the cyclical nature of a Strategic Planning Cycle and the sequence and interdependency of each of the segments comprising it.

As the diagram illustrates, the Strategic Planning Cycle follows a revolving process that unfolds through the implementation of a systematic and sequential methodology.



Source: IFES Strategic Planning Guide for Effective Electoral Management, 2011

2.2 Strategic Planning Process

The Union Election Commission began its strategic planning process in July 2013 and formed a Strategic Planning Committee (SPC) of ten senior staff supported by a Working Group (WG) of eight with the goal of producing a five-year strategic plan over a six month period. The Strategic Planning Committee and the Working Group met every week following the methodology of the Strategic Planning Cycle and also looked at comparative examples of strategic plans produced by the election commissions of Pakistan and the Philippines.

The strategic plan includes vision, mission and guiding principles, with 12 detailed strategic goals, objectives and actions, with clear responsibilities for each department, and a section to monitor the UEC's performance in implementing the plan.

Strategic Planning Committee	Dr Daw Myint Kyi, Commissioner; U Tin Tun, Director General; U Than Tun, Expert; U Nay Myo, Director; U Sai Kyaw Thu, Deputy Director; Daw Yee Yee Mya, Deputy Director; Dr. Tun Tun Oo, Deputy Director; Daw Khin Win Myint, Deputy Director; U Myat Tun Oo, Assistant Director; Daw Thin Thin Nwe, Staff Officer
Working Group	U Thein Oo, Director; U Aung Myo Thant, Assistant Director; U Kyaw Zeyar Tint, Staff Officer; Daw Moht Moht Aung, Assistant Staff Officer; Daw Aye Mya Mya Kyaw, Assistant Staff Officer; Daw Win Ma Ma Tun, Assistant Staff Officer; Daw Thazin Oo, Upper Desk Clerk; U Wai Ko Htet, Upper Desk Clerk

Strategic Planning Consultations

Since July 2013, the UEC has been working on drafting its first-ever strategic plan to strengthen its ability to deliver credible elections. In planning, often the process is as important as the result. The process must be inclusive and transparent, with significant buy-in from stakeholders. The UEC adopted an inclusive approach, bringing together a broad range of groups to help refine and contribute to the UEC's strategic plan. This new collaboration has much to offer in terms of improved access to the electoral process for potentially marginalized voters, especially for women and persons with disabilities.

In November 2013, UEC Sub Commissions, civil society organizations and all registered political parties in Myanmar were sent hard-copies of the draft strategic plan for written feedback. The UEC Strategic Planning Committee, led by UEC Commissioner Dr. Daw Myint Kyi, compiled the feedback for consideration prior to face-to-face meetings with stakeholders. This level of transparency through consultation is an historic step for the UEC.

On November 21, 2013 UEC Commissioner Dr. Daw Myint Kyi as well as members of the Strategic Planning Committee and Working Group travelled to Yangon, rather than hosting the meeting in Nay Pyi Taw, to meet with 32 representatives from 25 civil society organizations including academics, women's organizations, disabled persons' organizations and domestic observer groups. CSO representatives were positive about this historic and progressive step in their relationship with the commission, and also engaged in an in-depth discussion with the Chairman on key issues that need addressing and should be included in the plan.

On November 22, 2013 these UEC representatives invited a representative from all registered political parties of the time, with 52 political party representatives from 50 parties attending, to gather further input and build consensus on recommendations to be included in the plan. These representatives engaged in a full day of dialogue with the UEC on pillars that parties had identified as priority areas, and had the chance to hold an in-depth discussion with the Chairman.

Some of the key recommendations from these consultations included: amending laws and improving dissemination so stakeholders understand the rules and regulations; improving the accuracy of the voter's list; ensuring more transparency in advance voting; working with CSOs on voter education and outreach to ethnic communities; liaison committees for UEC and political parties and CSOs to work together in addressing issues throughout the process; and reducing fees for candidate nomination and lodging complaints.

Monitoring Implementation

Each of the 12 Strategic Pillars will have one dedicated champion each: one Commissioner who is responsible for supervising the progress of activities in meeting the Strategic Objectives according to the timeline. The 12 Strategic Pillars focus on monitoring implementation of the Strategic Plan Members of the Strategic Planning Committee and Working Group will form a monitoring and evaluation unit who will request quarterly progress reports from each Strategic Pillar and champion and submit the summary report to the Chairman. The Chairman, with the Commissioners and Director General, will review progress reports and reallocate resources or extend timeline as needed. The Strategic Plan must be flexible enough to be modified to meet upcoming challenges while the Strategic Goals and Objectives remain a guide to achieving outputs and impact.

3. Institutional and Contextual Analysis

7

3.1 The Electoral Cycle and SWOT Analysis

The electoral cycle has been a useful tool for the UEC to look at the whole electoral process and not just focus on the electoral event but build in long-term goals, through strategic planning, for institution-building and capacity development, improvement of systems and processes, and sustainability to meet new challenges. UEC has been using this cycle as a training tool in workshops conducted in the UEC Training Center and also in workshops with stakeholders to look at various phases of the electoral process and with different perspectives or lenses such as gender equality or disability rights.



Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

In conducting a SWOT analysis the Strategic Planning Committee and Working Group identified key issues, some examples include:

Strengths: UEC is an independent institution with a mandate in the constitution; has sub-commissions at each level with specific roles and responsibilities; existing legal framework with laws, by-laws, directives and guidelines; 2012 by-elections well-considered; a 5-year strategic plan.

Weaknesses: Technical and technological weakness; professional skills of staff; limited budget; inaccuracies in the voters' list; insufficient voter education; diverse language; few permanent regional secretariat staff; gender imbalance; weak cooperation with civil society; weak application of laws and rules; many procedures to be developed.

Opportunities: Cooperation with CSOs; political parties and media; restructuring and expanding UEC and increasing resources; embracing technology; building trust with ethnic communities; amending laws and rules.

Threats: Political instability and violence; potential late changes to the legal framework; lack of time and resources; unlawful activities; false reporting in the media; criticism from observers.

The aim of the strategic plan is to turn weaknesses and threats into strengths and opportunities.

3.2 Strategic Issues and Assumptions

Legal Framework

The Union Election Commission (UEC), in respect to the Constitution, abides by five laws, including the Union Election Commission Law, the Political Parties Registration Law and the three respective Hluttaw election laws, and four by-laws. Based on these laws and by-laws, the UEC issued procedural guidelines and directives. The existing laws, by-laws and guidelines the UEC has been using is in accordance with the time and situation. However, according to past election experience and recommendations by election observers, these by-laws and guidelines have not been clearly understood or correctly followed. International legal experts have pointed out that there are some guidelines that should be prescribed in by-laws. Codes of conduct need to be developed for political parties and candidates separately, for party finance, the campaigns, and for election observers. Based on the aforementioned recommendations, these by-laws and guidelines will be amended or developed as part of a strategic goal. Additionally, receiving input from political parties, civil society and sub-commissions of the UEC, we plan to amend the by-laws, guidelines and develop codes of conduct, while also taking into account their recommendations. Although some recommendations are not described in the Strategic Goals in detail, they will be reflected in the amendments. Afterwards, these amendments will be approved by the respective Hluttaws, in time for the upcoming 2015 elections. Translations of the amendments into ethnic languages will also be conducted.

UEC Structure

The current structure of the UEC has only one union-level election commission office, and still lacks independent sub-commission offices with permanent staff at all levels from region/state through to ward/village tract. The expansion plan to open more offices down to the township level has been approved by the government. A total of 14 region/state sub-commission offices, 73 district sub-commission offices and 330 township sub-commission offices will need to be opened. However, the limitations of the State's budget favor region/state offices as the first priorities, which is now underway. The budget allocated and the space provided will determine the scale of the expansion. Vehicles, communication equipment, and amenities will be supplied to the region/state, district and township sub-commission offices prior to the 2015 election. The budget for each phase of this expansion will be requested every financial year. With better equipped offices, the sub-commissions can manage their activities more effectively.

UEC Capacity

Competency of stakeholders in the election management field also supports the conduct of free, fair and credible elections. If sub-commissions at all levels, involved civil servants, and poll workers understand and abide by the laws, by-laws and guidelines, free, fair and credible elections are inevitable. It is also undeniable that there were weaknesses in election processes due to the weaknesses in enforcing these laws.

Now the sub-commissions are conducting workshops related to election laws, international conventions for women and persons with disabilities, and basic principles of elections for the commission members with support from organizations like the IFES, EU, IDEA and others. Plans to conduct trainings on election laws and by-laws prior to the 2015 election, as well as to send the members to technical trainings to be conducted here and abroad, have also been made.

As for building the staff's capacity sustainably, a Union Election Academy is in the future plan. Donors will also be requested to provide support as there will be considerable investment required.

Voter Registration

To hold credible elections, a comprehensive and accurate voters' list is crucial. It is paramount that all eligible voters can cast a vote. Deficiencies in the voters' list were observed in previous elections. The voters' list is compiled based on the data from the General Administration Department (GAD), and Ministry of Immigration and Population. The accuracy of the data provided by these departments is essential as is the active participation of the public. All eligible voters will need to check with their names on the voters' list and make necessary corrections or transfers. It is critical that sub-commissions at all levels and corresponding government departments, political parties, civil society organizations and the public cooperate in order to make the voters' list more inclusive and accurate. The Strategic Plan will create channels for cooperation between stakeholders at different levels throughout the electoral process. Coordination meetings with stakeholders should be held on a regular basis. Voter education is also planned to complement voter registration. Voter education in respective ethnic languages will be made with support from civil society organizations and ethnic community groups.

On the other hand, we are striving to create a baseline voters' list in order to facilitate timely updates of the voters' list in a sustainable manner. Though we will aim to computerize the voters' list, the success of this exercise depends on the availability of computers and technical capacity. We are also pressing ahead to request the required budget from the government to supply necessary equipment. In drafting the strategic goals, the aim will be to develop a secure, sustainable, comprehensive and accurate voters' list and increase access to all eligible voters to exercise their right to vote.

Use of Information and Communication Technology

Application of technology brings about effectiveness, efficiency and transparency while compiling voters' list, updating the list, educating the voters, and disseminating information. Plans are also underway to launch the UEC's official website. However, due to technical deficiencies, not only technical trainings must be given to staff at all sub-commissions, but cooperation with domestic and international experts in addition to supplying required equipment must also be carried out. In order to do so, an increase in the budget will be necessary. The implementation of this goal depends on the availability of the budget, and the quick approval of the budget will help complete the process. Successful implementation will also see broad effectiveness in internal and external communication and also voter education.

Electoral Management

When it comes to election management and administration, we sought advice from the UEC, sub-commissions, political parties, civil society organizations and election-related organizations from abroad on making elections more credible. The strategic goal on electoral operations is based on their advice. We also look forward to the successful compilation of comprehensive and accurate voters' list, disseminating election-related information to the public in a timely manner, ensuring transparency and integrity in voting and counting processes, and finally helping the public understand electoral offenses and fraud clearly. Overseeing accessible voting for persons with disabilities will also be implemented. Preparations are underway for fulfilling material and human resources necessary for increased integrity measures and transparency. Goals have been defined so that work is based on the capacity we have, based on advice from political parties, civil society organizations and domestic and international electoral observers.

Cooperation with Stakeholders

Since Myanmar has little experience with elections, voter education is in dire need. Elections will only be free and fair if all stakeholders fully understand the basic principles of elections, election laws and codes of conduct. If there is cooperation between the UEC, corresponding ministries, political parties, civil society and the media, there will be transparent and all-inclusive elections. The cooperation of these institutions plays a central role in designing voter education, conducting voter education, and election monitoring. We received advice to conduct voter education with support from these institutions, as well as to hold coordination meetings for necessary cooperation throughout the electoral processes. Based on these recommendations, we have included in the strategic goals channels for cooperation with sub-commissions and stakeholders at all levels. An external relations department will be established to communicate with stakeholders effectively. Conducting briefings for domestic and international election observers as well as drafting codes of conduct will also be carried out. The involvement of domestic and international electoral observers will enhance transparency and help improve the electoral process. These are elements that underpin a credible election.

Civic and Voter Education

Based on the experiences of the 2010 general elections and 2012 by-elections, we found that a broader undertaking of voter education is required. Not only the voters but also some candidates were found to lack awareness of the electoral process. The goal has been set to use print, broadcast and online media for ensuring all eligible voters' names are on the voters' list; help voters mark the ballot correctly to choose the candidate of their choice and ensure that the vote is valid. Political parties and civil society organizations have also suggested doing voter education in ethnic languages for those living in ethnic minority areas. Hence, the strategic goals have included a plan to translate into respective ethnic languages the laws, by-laws, guidelines, informative publications, handbooks and pamphlets. It will be done through cooperation with respective local election sub-commissions and ethnic nationalities' organizations. A range of media outlets will also be used for voter education.

Inclusive Participation

The Constitution of the Republic of the Union of Myanmar grants all citizens equal access to law regardless of gender, race and religion. However, because of different cultural traditions, diversity of ethnic languages and inadequate political knowledge, various groups such as women, ethnic minorities, persons with disabilities and internally displaced persons (IDPs) face different barriers to participation. This Strategic Goal includes plans to improve participation of these groups, based on recommendations and input obtained through separate consultations with these groups. In doing so, a series of targeted voter education campaigns will be developed and conducted through cooperation with women's organizations, disabled persons' organizations and ethnic minority groups respectively. Meaningful participation of these particular groups in the election process is a priority. Recommendations on improving access to polling stations to help persons with disabilities cast their ballots in person are being seriously considered. Inclusion of more women, ethnic minorities and persons with disabilities among staff at ward/village sub-commissions and polling stations is also included in the strategic goals. We hope to see increased participation of citizens from different backgrounds regardless of race, religion and social standing.

Compliance with electoral laws

The State has tasked the UEC and its sub-commissions at all levels with overseeing political parties on campaigning in accordance with laws and by-laws. It is paramount that political parties and candidates must be aware of the laws and by-laws so that they will abide by them. According to past experience and meetings with political parties, some of these entities did not comply with the laws and by-laws due to a lack awareness in some cases. Some candidates committed fraud due to their lack of understanding of the laws. This finding has prompted the UEC to include a strategic goal towards improved understanding of the laws, by-laws and guidelines among political parties and the public by giving information on the website, translating into ethnic minorities' languages and dissemination of information. A code of conduct will also be issued on political financing for political parties, expenditures on elections, and funds for campaigning. Conducting trainings for the commission and sub-commissions, and updating guidelines in a timely manner are also included. If channels for cooperation between the commission, sub-commissions, and political parties are created, and coordination and cooperation happen regularly, it will contribute to peaceful and credible elections.

Electoral Dispute Resolution

Ways to resolve electoral disputes have been described in the election law and by-laws. However, respective departments, the public and candidates need to understand them. It has been found that the public, including candidates, are not able to differentiate between offenses recognized by the police and fraud that only the UEC can judge when it comes to disputes before and during the elections. Some disputes led to situations where it was difficult to find the truth due to lack of understanding of where and when to complain. By taking into account recommendations by political parties, the strategic goals have included plans to educate departmental officials and the public. These goals have also been set to make by-laws and guidelines more complete in order to pave the way for obtaining accurate and efficient outcomes in judging election complaints. When it comes to forming tribunals, political parties suggested that different tribunals be formed in different regions and states. It is also in the plans to announce the verdicts of each judgment and leave precedents.

Monitoring and Evaluation

Success will come from effective implementation of the Strategic Plan, therefore regular monitoring and evaluation is important. In doing so, it is necessary for those responsible for each goal to assess the challenges faced in implementation, and to provide support so that all the goals will be accomplished. As part of the monitoring exercise, sub-commissions at district, township and ward/village tract level will submit monthly progress reports to region/state sub-commissions. The focal persons from those region and state sub-commissions will then review them and submit quarterly reports to the UEC in Nay Pyi Taw requesting advice or support. Hence, a monitoring and evaluation process is included has been included as a strategic pillar.

3.3 Risk Analysis

Reviewing the challenges to face in implementing strategic plan

In drafting the UEC's strategic plan, appropriate international best practices have been adopted to suit Myanmar's context, so that credible elections can be held. However, both expected and unexpected challenges could be faced. We have to overcome those challenges as much as possible. We have to consider unforeseen difficulties, although we can prepare for expected challenges. Those are the challenges that the commission and every sub-commission will face when dealing with stakeholders.

Regarding challenges that the commission and every sub-commission could face, expanding the structure and increasing the workforce are included. In expanding the structure, offices for sub-commissions in every township, district, region and state will be opened as required. In some areas, one challenge could be finding land as well as the budget for building an office. Therefore, the budget will have to be planned accordingly and requested from the government in advance. Securing sufficient funds remains a challenge.

With regard to reviewing and amending the laws, amendments must be approved by the Hluttaw. Once these amendments have been approved, UEC has to amend the rules and regulations subsequently. However, the time frame for promulgation of the law and approval by parliament is uncertain. Reviewing and amending the laws should be completed in mid-2014 as the elections will be held in 2015 so that necessary by-laws and guidelines can be modified according to the newly approved law.

Given experiences in recent elections, stakeholders are still not fully aware of the electoral laws, by-laws and guidelines. Therefore, these laws, by-laws and guidelines will have to be compiled in voter education packages so that dissemination for the upcoming elections can be widely carried out. To inform ethnic minorities, translation to ethnic languages will also be required. Since translation takes time, it could be challenging to complete this if the approval of the laws is delayed.

Another unforeseen challenge is that some political parties are calling for electoral system reform, while others are against it. Changing the electoral system could present further challenges as it would take considerable time to draw the constituencies, train UEC staff and poll workers, and educate the voters, especially if the electoral system is reformed a short time prior to the elections. It would also take some time to translate election materials into ethnic languages and to educate ethnic communities.

In implementing the strategic plan, another possible challenge could be an insufficient budget. Plans have been developed to produce a more comprehensive and accurate voters' list. General Administration Department (GAD) can assist by updating the household list and we can also learn lessons from the Immigration's work on the census. UEC will need to hire and train new registration staff for data entry which could be costly if it is done nationwide. Due to potential gaps in budget, UEC would request international support to complement the budget provided by the government. It is not yet confirmed how much funding we will receive but plans to request more funds from the government would ensure sustainability.

A voter registration pilot exercise will test a newly designed database and contextual challenges for creating an accurate voters' list. For nationwide implementation, a large workforce and computers will be required for data entry, as the voters' list has up to now being compiled and recorded manually at township level. It is also crucial for the involvement of political parties, CSOs and citizens, as well as the commission and sub-commissions to ensure successful voter registration.

In implementing the strategic plan, progress reports will be issued as planned so that stakeholders can see the work of the sub-commissions transparently. Each sub-commissions faces a different set of conditions and challenges depending on their locations and situations. The Commission will modify the plan and provide support based on the reports submitted by the sub-commissions.

The UEC must be prepared with an Operations Plan and budget in the event that By-Election is called. However the UEC must have sufficient time and resources to conduct these electoral events effectively.

4. Strategic Vision, Mission and Guiding Principles

12

4.1 Vision

To hold free, fair and credible elections that must be transparent and with equal rights in order to develop a truly democratic nation.

4.2 Mission

In order to hold free, fair and credible elections under the mandate given by the constitution, capacity development of the members of sub-commissions shall be enhanced; a comprehensive and accurate voters' list shall be compiled; voters shall be informed and educated; and the electoral process shall be developed in line with current best practice in collaboration with political parties, civil society organizations and citizens. Related ministries shall also provide support in order to hold free and fair elections.

4.3 Guiding 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.

5. Strategic Pillars

13

These 12 Strategic Pillars are stand alone but are also interdependent and equally important in covering all aspects of the electoral process. They are integral to the UEC fulfilling its Strategic Vision and provide a comprehensive framework for institution building and capacity development, increasing efficiency, enhancing integrity and compliance, ensuring inclusion and justice, and creating a learning environment through cooperation with stakeholders. Strategic Pillar 9 is a stand alone as well as a crosscutting pillar which aims to promote inclusive participation through the other 11 pillars.

- 1** **LEGAL FRAMEWORK**
CLARITY
- 2** **UEC STRUCTURE**
SUSTAINABILITY
- 3** **HUMAN RESOURCES & PROFESSIONAL DEVELOPMENT**
COMPETENCE
- 4** **VOTER REGISTRATION**
SUFFRAGE
- 5** **INFORMATION & COMMUNICATION TECHNOLOGY**
EFFICIENCY
- 6** **ELECTORAL OPERATIONS**
INTEGRITY
- 7** **STAKEHOLDER RELATIONS**
COOPERATION
- 8** **CIVIC & VOTER EDUCATION**
EDUCATION
- 9** **INCLUSIVE PARTICIPATION**
INCLUSION
- 10** **POLITICAL PARTIES & CANDIDATES**
COMPLIANCE
- 11** **ELECTORAL DISPUTE RESOLUTION**
JUSTICE
- 12** **MONITORING & EVALUATION**
LEARNING

Strategic Pillar 1: Legal Framework

14

Champion : U Nyunt Tin, Commissioner

Strategic Goal: To ensure the legal framework meets international obligations by reviewing laws and by-laws, proposing amendments and ensuring all stakeholders understand the revisions for each electoral cycle.

Strategic Objectives

- 1.1 Revise and amend laws and by-laws, and draft code of conducts to ensure better management of the electoral process considering the cross-cutting issues such as gender equality, inclusiveness of Persons with Disabilities [see SP7, SP9]
- 1.2 Strengthen the electoral legal framework and polling day procedures by revising and amending the electoral process guidelines
- 1.3 Promote transparent and accessible framework by translating and publishing electoral guidelines, procedures, directives and fact sheets into ethnic languages online and in print [see SP7, SP8, SP9]
- 1.4 Review laws and by-laws as part of post-election review [see SP12]

Strategic Pillar 9: Promotion of inclusive participation by applying international standards such as CEDAW and the CRPD.

Outputs

- Revised legal framework with Improved laws and by-laws to promote credible elections
- Better dissemination of the laws and by-laws for broader understanding by stakeholders

Impact

This goal will revise and update the laws and by-laws to provide legal foundation for all improvements proposed in the strategic plan and improve the understanding of those revisions by electoral stakeholders and citizens



Strategic Pillar 2: Union Election Commission Structure

15

Champion : U Tin Tun, Secretary

Strategic Goal: To enhance the efficiency and independence of UEC by restructuring the central office and decentralizing by recruiting field staff and setting up regional offices.

Strategic Objectives

- 2.1 Restructure the formation of the UEC's central office in Naypyitaw to increase efficiency and effectiveness of the UEC
- 2.2 Expand and strengthen the UEC field structure by recruiting staff for region/state, district and township level Sub-commissions [see SP3, SP9]
- 2.3 Support the UEC field offices through the supply of office amenities to region/state, district and township level Sub-commissions [see SP6]
- 2.4 Construct buildings for Sub-Commission offices to enhance UEC's independence

Strategic Pillar 9: Promote inclusion and diversity in UEC recruitment strategy

Outputs

- New functional departments established through restructuring with clarity on roles and responsibilities for increased efficiency
- Expansion and decentralization of secretariat staff to the regions

Impact

This goal will impact on the efficiency and functionality of the UEC structure maximizing human resources and improving performance. It will also empower the field offices to be more responsive and service-oriented to stakeholders at the local level.



Strategic Pillar 3: Human Resources and Professional Development

16

Champion : U Tin Tun, Secretary

Strategic Goal: To build UEC as an institution and conduct professional development of UEC staff at all levels to tackle challenges at present and in the future and enhance UEC's competence and institutional memory for the next electoral cycle.

Strategic Objectives

- 3.1 Strengthen the performance of UEC staff by adopting staff appointment and promotion policies. These policies will also respect gender equality and inclusiveness of persons with disabilities and people from ethnic minority groups [see SP2, SP9]
- 3.2 Strengthen the quality, the number and the diversity of UEC staff to support elections by recruiting or seconding staff
- 3.3 Establish a Training Dept. (as part of the UEC restructure) to be responsible for coordinating all training activities [see SP2]
- 3.4 Build the capacity of new and current UEC staff to meet their responsibilities by training staff
- 3.5 Select remaining UEC staff, assign duties and conduct training programs
- 3.6 Design cascade training strategy, methodology and training manuals for poll workers
- 3.7 Brief security organizations, political parties, observers and other stakeholders on roles and responsibilities and conflict prevention [see SP6]
- 3.8 Post-election review of UEC capacity and training strategy [see SP12]
- 3.9 Establish Union Election Commission Academy (UEA) to certify and professionalize new and current UEC staff

Strategic Pillar 9: Promote inclusion through trainings on equality and access.

Outputs

- A new Training Unit established with a training strategy and modules using interactive methodology
- New policies adopted addressing gaps in human resource management with more diversity in UEC staffing
- Professionalization of staff

Impact

This goal will make UEC a sustainable institution that encourages professional growth and equal opportunities for staff at all levels by upgrading their skills and competence while increasing motivation.



Strategic Pillar 4: Voter Registration

Champion : U Win Kyi, Commissioner

Strategic Goal: To produce a more comprehensive and accurate voters' list by gathering updated data, increase efficiency by computerizing and centralizing data and seek cooperation with all stakeholders.

Strategic Objectives

- 4.1 Establish a Voter Registration Unit (initially within the ICT Department), and assign responsibilities to staff [see SP5]
- 4.2 Develop a Pilot Voter Registration Plan and budget for a voter registration pilot and implement the pilot in selected areas to test feasibility in different conditions and draw lessons learned for modifying the national plan [see SP5]
- 4.3 Design a National Voter Registration Plan based on lessons drawn from the pilot and prepare a budget to ensure that the UEC has sufficient funding and resources to implement the nation-wide voter registration exercise
- 4.4 Implement the National Voter Registration Plan using appropriate ICT measures (e.g. data entry) to compile a comprehensive voters' list [see SP3, SP5]
- 4.5 Recruit, assign duties and train staff who will be responsible for preparing the voters' list to ensure that they have the capacity to perform effectively [see SP3]
- 4.6 Design and conduct a voter education campaign to encourage all voters to cooperate and understand how to check their names on the list during the display period [see SP8]
- 4.7 Ensure that the voters' list is more accurate and inclusive by requesting support from GAD and the Ministry of Immigration and Population (MIP) to provide the latest data [see SP7, SP9]
- 4.8 Cooperate with CSOs and political parties to enhance transparency and allow them access to check the voters' list and to conduct an external voter registration audit [see SP7]
- 4.9 Ensure that the display period is long enough and voters are informed to check their names on the preliminary voters' list [see SP6]
- 4.10 Ensure that final voters' lists are distributed to each polling station on time [see SP6]
- 4.11 Update the voters' list on a regular basis (e.g. annually) or a needs-basis (e.g. for by-elections)

Strategic Pillar 9: Promote inclusion through efforts to ensure that all eligible voters are on the voters' list.

Outputs

- A new Voter Registration Unit established
- A secure, sustainable, centralized and computerized database
- Improved overall quality of the voters' list in accuracy and increased number of eligible voters registered

Impact

This goal will increase accuracy of the voters' list so that more eligible voters will be enfranchised and enable the UEC to update the voters' list more easily and efficiently for each election.



Strategic Pillar 5: Information and Communication Technology

18

Champion : U Aung Myint, Commissioner

Strategic Goal: To strengthen information and communication technology as a strategic resource to improve efficiency of managing data and enhancing internal and external communications.

Strategic Objectives

- 5.1 Establish an Information and Communication Technology (ICT) Department and adopt a comprehensive ICT policy for the UEC
- 5.2 Fulfill the basic information and communication technology needs to run UEC operations effectively
- 5.3 Increase the security of data through building ICT system with security and back-up features
- 5.4 Ensure that UEC Staff have adequate capacity to use basic ICT skills by providing adequate training for staff at different levels
- 5.5 Develop electoral applications as needed and ensure compatibility with UEC ICT Platform and staff capacity [see SP4, SP6, SP10, SP11]
- 5.6 Use ICT to increase transparency of the process and accessibility to information for all stakeholders through the launch of the UEC website [see SP7]

Strategic Pillar 9: Promote inclusion by examining ways to use technology to improve access for persons with disabilities.

Outputs

- An Information and Communication Technology (ICT) Department established with trained staff
- An ICT Platform installed as a foundation to host the website and additional electoral applications
- Increased staff ICT skills and productivity

Impact

This goal will improve efficiency through internal and external communications and enhance transparency by providing better access to data and information to stakeholders



Strategic Pillar 6: Electoral Operations

19

Champion : U Tin Tun, Secretary

Strategic Goal: To develop institutional capacity for planning and managing electoral operations efficiently and peacefully, making them voter friendly, reducing irregularities and enhancing the integrity of the electoral process.

Strategic Objectives

- 6.1 Develop a national operations plan and budget and identify gaps in funding
- 6.2 In the event that by-elections for vacant seats will be held in 2014 develop a by-elections operations plan and budget and learn lessons for the national operations plan for elections in 2015
- 6.3 Enhance the integrity of elections to prevent fraud
- 6.4 Develop an Election Risk Assessment and Security Plan to ensure peaceful environment and build confidence
- 6.5 Develop a global electoral budget for UEC differentiating between institutional costs (running costs and development costs), event costs (voter registration and polling) and diffuse costs (e.g. contributions from other government departments, like security)
- 6.6 Establish effective communication between UEC and sub-offices to improve supervision and flow of information [see SP2, SP5]
- 6.7 Improve field operation efficiency by providing logistics and communication support to UEC sub-offices [see SP2]
- 6.8 Designate accessible polling stations accurately based on the law and recommendations from DPOs [see SP9]
- 6.9 Ensure that all polling stations have the correct ballots for each constituency on time before election day
- 6.10 Ensure all polling stations receive election material kits on time and sensitive materials securely stored
- 6.11 Publish and make available an electoral information package for stakeholders on the UEC website [see SP7, SP8]
- 6.12 Ensure advanced voting is held in a transparent and inclusive manner, based on clear procedures and observed by party agents and observers [see SP7]
- 6.13 Announce the preliminary election results swiftly through a Media Centre and the UEC website to enhance transparency [see SP7]
- 6.14 Conduct an audit of electoral expenses of each UEC office
- 6.15 Develop a second By-elections Operations Plan after 2015 national elections to hold by-elections for vacant seats in the period 2016-2018

Strategic Pillar 9: Promote inclusion by making polling stations accessible for person with disabilities and electoral information accessible in different formats and languages.

Outputs

- Improved efficiency and coordination through a national operations plan and a by-elections operations plan
- Improved security through Risk Assessment & Security Plan
- More Integrity measures introduced to prevent fraud and build trust
- Better equipped offices to enhance UEC performance in the sub-offices

Impact

This goal will increase the efficiency and improve performance, enhance integrity of the elections by reducing irregularities and create a secure environment for political parties, candidates, observers, poll workers and voters.



Strategic Pillar 7: Stakeholder Relations

20

Champion : U Tin Aye, Chairman

Strategic Goal: To increase transparency and build trust in the electoral process by reaching out to and cooperating with political parties, civil society organizations, observers, the media and the public as well as eliciting support from the State and international organizations.

Strategic Objectives

7.1 Establish an External Relations Department and external communications strategy to better engage and respond to external stakeholders and improve the flow of information to and from the UEC

7.2 Cooperate with Government departments, political parties, civil society and the media to maximize resources and avoid gaps or duplications and ensure effective dissemination of information

7.3 Design application and accreditation procedures for domestic and international election observers (individuals/organizations) to enhance credibility and transparency of the election [see SP5]

Strategic Pillar 9: Promote inclusion by continuing dialogues with women's groups, disabled persons' organizations and ethnic organizations.

Outputs

- Improved relations through regular exchanges and consultations with political parties, civil society organizations, observers and the media as well as eliciting support from the government and international organizations.
- Increased public outreach and access to information on the UEC website.
- Increased transparency by inviting observers to observe the electoral process.

Impact

This goal will enhance relations between stakeholders through consultations and encourage improvements to the process by building consensus. Strengthening partnerships with external stakeholders will result in broader ownership of the electoral process, increase transparency in planning and operations



Strategic Pillar 8: Civic and Voter Education

21

Champion : U Win Kyi, Commissioner

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

Strategic Objectives

- 8.1 Analyze baseline surveys and research on citizens' awareness of the electoral process and to develop relevant information and messages for voters
- 8.2 Cooperate education efforts with electoral stakeholders to ensure consistency and effectiveness of messaging and coordination of activities nation-wide and at regional level [see SP7]
- 8.3 Publish and distribute voter education manuals, pamphlets and posters in Myanmar language and selected ethnic languages [see SP9]
- 8.4 Use various mass and social media for broader outreach to inform the public on the electoral process to complement grass-roots initiated by CSOs

Strategic Pillar 9: Promote inclusion through education targeting and featuring women, persons with disabilities and ethnic minorities.

Outputs

Impact

- Improved understanding of the electoral process by voters through a National Civic & Voter Education Coordination Plan working with CSOs and local communities.
- This goal will enhance participation and contribute to developing a more democratic culture. An effective civic and voter education program leads to a more active and meaningful participation.



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Strategic Pillar 9: Promotion of Inclusive Participation

22

Champion : Dr Daw Myint Kyi, Commissioner

Strategic Goal: To encourage more inclusive participation from women, ethnic minorities, persons with disabilities, and internally displaced persons (IDPs) who each face different challenges and barriers to participating in the electoral process.

Strategic Objectives

9.1 Educate and inform citizens about their rights in the Constitution, electoral laws, rules and guidelines, and in conventions signed by the Government of Myanmar (e.g: Convention on the Elimination of Discrimination against Women (CEDAW) which includes anti-violence against women and anti-sexual harassment; Convention on the Rights of Persons with Disabilities (CRPD), and other international obligations [see SP8]

9.2 Ensure that all the decisions made by the UEC and the Sub-commissions promote participation from women, ethnic minorities, persons with disabilities and internally displaced persons (IDPs) [see SP1 to SP12]

9.3 Develop recruitment strategy for increasing gender balance and more diversity by encouraging members of the local community to apply for staff positions at UEC [see SP3]

Strategic Pillar 9: Promotion of Inclusive Participation is a stand-alone as well as a cross-cutting pillar.

Outputs

- An Inclusive Participation Policy adopted with better access measures introduced and increased participation of ethnic minorities and persons with disabilities
- A gender audit conducted with a subsequent mainstreaming policy considered throughout the electoral process

Impact

This goal aims to encourage inclusion and increase participation in the electoral process to provide equal opportunity for all citizens. This goal also aims to address different barriers with appropriate strategies.



Strategic Pillar 10: Political Party and Candidate Compliance

23

Champion : U Win Ko, Commissioner

Strategic Goal: To ensure that political parties and candidates fully understand the electoral processes and comply with the rules for fair competition and party and campaign finance.

Strategic Objectives

- 10.1 Design and conduct education programs on electoral laws, the political party registration law (including Convention on the Elimination of Discrimination against Women (CEDAW), Convention on the Rights of Persons with Disabilities (CRPD), and other international obligations)
- 10.2 Draft, print and disseminate directives related to political party fundraising and party de-registration
- 10.3 Draft, print and disseminate directives in accord with existing laws related to parties' campaign expenditure
- 10.4 Draft, print and disseminate directives in accord with existing laws for political parties and candidates to comply with the election campaign
- 10.5 Monitor political party compliance with party registration, candidate nominations and disclosure of party and campaign finance

Strategic Pillar 9: Promote inclusion by conducting education programs for political parties on the importance of access and equality.

Outputs

- User-friendly procedures for increased compliance with the laws and rules by political parties and candidates

Impact

This goal will help promote a better understanding of the rules and more compliance by informing political parties and candidates about their responsibilities and enhance their financial accountability



Strategic Pillar 11: Electoral Dispute Resolution

Champion : U Myint Naing, Commissioner

Strategic Goal: To make the electoral dispute resolution mechanism more effective and transparent and ensure that stakeholders understand the process clearly and have equal access to a fair resolution of disputes.

Strategic Objectives

- 11.1 Review law and practice for resolving disputes
- 11.2 Educate political parties, candidates and the public about electoral offenses, unlawful activities and sanctions
- 11.3 Ensure that each election Sub-commission is assigned with the appropriate authority and training in order to settle disputes and complaints before, during and after the elections
- 11.4 Examine and adjudicate electoral complaint cases through election tribunals
- 11.5 Adjudicate appeals filed either by the plaintiff or the defendant
- 11.6 Archive all electoral disputes, complaints, appeals and rulings into a database to enhance efficiency and transparency of the process

Strategic Pillar 9: Promote inclusion by making the process of resolving disputes transparent and accessible.

Outputs

Impact

- Effective system for resolving electoral disputes at regional and national level and increased transparency with a Complaints Tracking system in place
- This goal aims to reduce conflict by building confidence between UEC and political parties in dispute resolution and increase transparency through a complaint tracking system.



Strategic Pillar 12: Monitoring and Evaluation

25

Champion : U Tin Aye, Chairman

Strategic Goal: To monitor the implementation of the Strategic Plan regularly and modify Strategic Actions and allocate resources accordingly.

Strategic Objectives

12.1 Establish the monitoring and evaluation unit to provide oversight and to report on implementation of each strategic pillar

12.2 Elicit feedback and recommendations from stakeholders through consultations

12.3 Submit monitoring and evaluation reports to the Commission for review and to propose recommendations for modifications to the Strategic Plan

12.4 Archive all election data, reports and materials and publish on the UEC website for public access and provide a reference for UEC to review and plan for the next electoral cycle

12.5 Conduct a thorough Post-election Review to capture lessons learned from the 2015 elections and modify the Strategic Plan for 2016-2018

Strategic Pillar 9: Promote inclusion by examining and disaggregating election data and participation rates.

Outputs

Impact

- Internal capacity developed through a Monitoring & Evaluation Unit to provide regular reporting and support to research and revision of policy and planning
- This goal will lead to a self-reflective and coordinated approach to managing the challenges UEC will face at present and in the future.



Strategic Pillar 1: Legal Framework						
Strategic Goal: To ensure the legal framework meets international obligations by reviewing laws and by-laws, proposing amendments and ensuring all stakeholders understand the revisions for each electoral cycle.						
No.	Strategic Objectives	Strategic Actions		Responsible Actors	Performance Indicators	Timeline / Target
1.1	Revise and amend laws and by-laws, and draft codes of conduct to ensure better management of the electoral process considering cross-cutting issues such as gender equality, inclusiveness of persons with disabilities [see SP7, SP9]	1.1.1	Form committee to review and revise laws and by-laws and regulations	UEC	1) No. of committee being formed	Jan 2014
		1.1.2	Raise awareness among commission staff about gender, disability rights, minority rights and related international conventions	UEC, women's organizations, disabled persons organizations, Ethnic community groups	1) No. of trainings 2) No. of total training days 3) No. of participants/attendants 4) No. of international conventions and rights being used in training	Feb - Apr 2014
		1.1.3	Hold consultation meetings on amendments with CSOs, DPOs and political parties	Reviewing and revising committee	1) No. of times reviewing internal and external observers' reports and sub-commissions' reports 2) No. of consultation meetings with political parties, CSOs and observers 3) No. of suggestions to revise legal framework	Feb - Apr 2014
		1.1.4	Consult with political parties and CSOs on drafting codes of conduct	UEC, CSOs, Political parties	1) No. of codes of conduct facilitated by UEC 2) No. of codes of conduct agreed and signed	Feb - May, 2014 (2) code of conduct
		1.1.5	Review and revising laws and by-laws	Reviewing and revising committee	1) No. of meetings 2) No. of revised laws and by-laws	Feb - Apr 2014 (5) laws and (4) by-laws
		1.1.6	Propose amendments to the laws for parliament (Hluttaw) to consider	UEC	1) No. of amendments submitted to Hluttaw 2) No. of amendments agreed by Hluttaw	May, 2014
		1.1.7	Publish online and in print, and distribute the promulgated law and by-laws.	Reviewing and revising committee	1) No. of copies printed 2) No. of copies distributed 3) All laws and by-laws easily accessible online	Within 3 months after the approval from Hluttaw, 5000 copies for each law and by-law

		1.1.8	Publish and distribute the promulgated law and by-laws in ethnic languages.	Reviewing and revising committee, UEC, sub-Commissions, and Cultural Societies	1) No. of laws and by-laws to be translated 2) No. of ethnic languages laws and by-laws translated into 3) No. of copies of ethnic languages printed and distributed	Within 4 months after the approval from Hluttaw, 7 ethnic languages and total 30,000 copies
1.2	Strengthen the electoral legal framework and polling day procedures by revising and amending the electoral process guidelines	1.2.1	Draft and approve guidelines and procedures based on amended laws and by-laws and take advice from sub-commissions.	UEC, and sub-commission	1) No. of consultations between UEC and state/region sub-commissions 2) No. of amendments and approved guidelines	May - Jun, 2014 (5) guidelines
		1.2.2	Publish and distribute approved electoral guidelines and procedures	UEC	1) No. of guidelines being published 2) No. of total copies printed and distributed	Jul - Sep, 2014 50,000 books for each guidelines
1.3	Promote transparent and accessible framework by translating and publishing electoral guidelines, procedures, directives and fact sheets into ethnic languages online and in print [see SP7, SP8, SP9]	1.3.1	Assign respective region and state sub-commissions to translate into related ethnic languages	sub-commissions, regional CSOs and ethnic cultural societies	1) No. of guidelines, directives and fact sheets translated 2) No. of ethnic languages guidelines, directives and fact sheets are translated into	May - Jul 2014
		1.3.2	Publish in print and online all relevant guidelines, procedures, directives and fact sheets into selected ethnic languages	UEC and Stat/Region sub-commission, Ex Rel Dept	1) No. of copies for guidelines, directives and factsheets in selected ethnic languages published and distributed to relevant areas 2) No. of copies downloaded	Jul to Sep 2014
1.4	Review laws and by-laws as part of post-election review [see SP12]	1.4.1	Consult stakeholders and review observer reports of 2015 elections	UEC, political parties and CSOs	1) No. of consultations held 2) No. of observer reports being reviewed 3) No. of recommendations to amend legal framework	Jan-Dec 2016

Strategic Pillar 2: Union Election Commission Structure

Strategic Goal: To enhance efficiency and independence of UEC by restructuring central office and decentralizing by recruiting field staff and setting up regional offices.

No.	Strategic Objectives	Strategic Actions		Responsible Actors	Performance Indicators	Timeline / Target
2.1	Restructure the formation of the UEC's central office in Nay Pyi Taw to increase efficiency and effectiveness of the UEC	2.1.1	Review the workload of each department and divisions according to available resources and departmental functions to be completed and establish new departments if necessary (e.g. ICT, External Relations, Training, Voter Education and Voter Registration)	Director General, Deputy Director General, Directors	1) No. of departments and divisions being reviewed	Mar 2014
		2.1.2	Draft the restructure process considering gender balance and inclusiveness/no discrimination against persons with disabilities	Director General, Deputy Director General, Directors	1) Finished approved new organizational structure with additional departments	Jun 2014
2.2	Expand and strengthen the UEC field structure by recruiting staff for region/state, district and township level sub-commissions [see SP3, SP9]	2.2.1	Recruit staff for region/state and district level sub-commissions according to the structure	UEC and sub-commissions	1) No. of staff being assigned	Mar 2014 7 Regions, 7 States, 73 Districts
		2.2.2	Recruit Staff for township level sub-commissions according to the structure	UEC and sub-commissions	1) No. of staff being assigned	Dec 2014 (330) townships
2.3	Support the UEC field offices through the supply of office amenities to region/state, district and township level sub-commissions [see SP6]	2.3.1	Calculate and allocate budget to supply office amenities to region/state, district level sub-commissions	UEC and sub-commissions	1) No. and kinds of office amenities	Mar 2014 (7) Regions, (7) States, (73) Districts
		2.3.2	Supply office amenities to region/state and district sub-Commissions	UEC	1) No. of sub-commissions supplied with office amenities	June, 2014

		2.3.3	Calculate and allocate budget to supply office amenities to township level sub-commissions	UEC and sub-commissions	1) No. and kinds of office amenities	According to fiscal year's budget allocation (330) townships
		2.3.4	Supply office amenities to township sub-commissions	UEC	1) No. of sub-commission supplied with office amenities	According to fiscal year's budget allocation
2.4	Construct buildings for sub-commission offices to enhance UEC's independence	2.4.1	Calculate and submit budget request for an independent sub-commission offices	UEC	1) Allocated budget	According to fiscal year's budget allocation
		2.4.2	Build regional UEC offices	UEC	1) No. of offices being built	According to fiscal year's budget allocation

Strategic Pillar 3: Human Resources and Professional Development						
Strategic Goal: To build UEC as an institution and conduct professional development of UEC staff at all levels to tackle challenges at present and in the future and enhance UEC's competence and institutional memory for the next electoral cycle.						
No.	Strategic Objectives	Strategic Actions	Responsible Actors	Performance Indicators	Timeline / Target	
3.1	Strengthen the performance of UEC staff by adopting staff appointment and promotion policies. These policies will also respect gender equality and inclusiveness of persons with disabilities and people from ethnic minority groups [see SP2, SP9]	3.1.1	Strengthen the Human Resources component of Administration Dept. to create a database of all staff, levels and training received	UEC, Admin Dept, ICT Dept, Training unit	1) Human Resources Unit established in Admin Dept. 2) Database created with UEC staff of all levels and contact details with disaggregated statistics for men and women	Mar - Dec 2014
		3.1.2	Adopt recruitment and promotion policies to be able to hire staff from diverse backgrounds and also promote qualified staff from within UEC and sub-commission	UEC, Admin Dept	1) No. of staff being promoted with disaggregated statistics for men and women 2) Promotion policy adopted and disseminated	Mar - Apr 2014
		3.1.3	Recruit staff as planned in the structure based on merit and required skills and following recruitment policy	UEC, Admin Dept	1) No. of staff being recruited with at least 20% increase in gender balance and diversity	Mar 2014 to Nov 2015
3.2	Strengthen the quality, number and diversity of UEC staff to support elections by recruiting or seconding staff	3.2.1	Recruit temporary staff for UEC and sub-commissions for the election period	UEC and sub-commission, Admin Dept	1) Full no. of temporary staff recruited 2) no of women and ethnic applicants recruited at least 30%	May 2015 (100%)
		3.2.2	Recruit by seconding relevant staff from relevant government departments e.g. Ministry of Education for voter education and training staff and also poll workers	UEC, Ministries, Admin Dept	1) No. of staff seconded from other government depts 2) No. of government departments providing seconded staff	Jul 2014 - Nov 2015 on a needs basis (100 %)

3.3	Establish a Training Department (as part of the UEC restructure) to be responsible for coordinating all training activities [see SP2]	3.3.1	Appoint at least 3-5 staff for Training Unit to be based in and manage the Training Center, develop a training strategy and budget, and develop training modules and materials using BRIDGE methodology	UEC, Training unit	1) Training Unit established and sufficient staff appointed 2) Training Strategy approved 3) Budget approved 4) List of modules to be developed 5) Logbook of all training activities and workshops with evaluations/attendance sheets	Mar - Apr 2015
3.4	Build the capacity of new and current UEC staff to meet their responsibilities by training staff	3.4.1	Develop materials for and conduct internal training workshops for selected UEC staff at different levels; induction course for new staff; specific courses for departments and regional staff	UEC, Training Unit	1) No of staff selected for training 2) No. of modules developed 3) No. of trainings conducted	May 2014 to Nov 2015
		3.4.2	Keep record of all participants attendance and evaluations of trainings	UEC, sub-commission	1) No. of trainings/workshops 2) No. of participants attended 3) record of evaluation sheets	2014-2018
		3.4.3	Provide electoral training for staff seconded from other government departments	UEC, sub-commissions	1) No. of trainings held	Sep - Nov 2015
3.5	Select remaining UEC staff, assign duties and conduct training programs	3.5.1	Appoint staff to remaining vacant seats at region/state, district and township level sub-commissions.	UEC	1) No. of UEC staff appointed	June - July 2015 (100 %)
		3.5.2	Appoint staff to remaining vacant seats at ward/village level sub-commissions	Regions/State sub-commissions	1) No. of UEC staff appointed	Aug - Sep 2015 (100 %)
		3.5.3	Design training strategy, module and user-friendly training manual on laws, regulations and procedures including an effective monitoring mechanism	UEC	1) Training strategy approved 2) Training materials developed and printed (2,000 + manuals) 3) Reports from core trainers who have monitored and evaluated cascade training around the country	Mar - May 2015
		3.5.4	Conduct cascade training on laws, regulations, procedures and operations to UEC staff at region, district, township and ward/village levels	Region/State sub-commissions	1) No. of trainings held 2) No. of participants 3) No. of locations covered (at least 80%)	Jun - Aug 2015

3.6	Design cascade training strategy, methodology and training manuals for poll workers	3.6.1	Develop poll worker cascade training strategy and design and print training manuals with user-friendly procedures, diagrams and forms	UEC Training Unit	1) training strategy approved 2) training manual developed and 10,000+ copies printed 3) evaluation of trainings	May - Aug 2015
		3.6.2	Recruit poll workers, form polling station teams and assign duties	Sub-commissions at township level	1) Finished recruiting, forming and assigning duties	Sep 2015. Total no. of poll workers required
		3.6.3	Distribute materials and conduct trainings	UEC Training Unit, sub-commissions at township level	1) No. of training manuals distributed to township level 2) No. of poll workers trained	Sept - Nov 2015
3.7	Brief security organizations, political parties, observers and other stakeholders on roles and responsibilities and conflict prevention [see SP6]	3.7.1	Conduct briefings for security actors, political parties, observers and other stakeholders	UEC Training Unit, sub-commissions at township level	1) No. of participants being briefed	Oct 2015
3.8	Post-election review of UEC capacity and training strategy [see SP12]	3.8.1	Review observer reports and consult with observers for recommendations for the next electoral cycle	UEC, domestic and international observers	1) Post-election review held with observer groups and report submitted with no. of recommendations to improve procedures and training	Jan - Mar 2016
3.9	Establish Union Election Commission Academy (UEA) to certify and professionalize new and current UEC staff	3.9.1	Develop concept paper and proposal for UEA	UEC, Government	1) Final proposal and budget submitted to state and donors	early 2016
		3.9.2	Secure sufficient funding and establish UEA, select building, appoint staff, furbish academy with equipment	UEC, Government	1) Successful launch of UEA	mid-2016
		3.9.3	Develop curriculum for UEA and link to public administration qualifications	UEC, UEA, Ministries of Education, Civil Service	1) No. of consultations with other ministries and government depts	late 2016 to 2018
		3.9.4	Conduct professional courses and certify participants	UEA, Ministry of Public Administration	1) No. of trainees certified	1,000+ trainees 2016 to 2018

Strategic Pillar 4: Voter Registration						
Strategic Goal: To produce a more comprehensive and accurate voters' lists by gathering updated data and increase efficiency by computerizing and centralizing data with assistance from all stakeholders.						
No.	Strategic Objectives	Strategic Actions		Responsible Actors	Performance Indicators	Timeline / Target
4.1	Establish a Voter Registration Unit (initially within the ICT Department), and assign responsibilities to staff [see SP5]	4.1.1	Appoint a Head of VR unit and allocate new responsibilities to VR staff	UEC, ICT Dept.	1) New VR Unit established with Head of Unit to be responsible for VR activities	Feb 2014
4.2	Develop a Pilot Voter Registration Plan and budget for a voter registration pilot and implement the pilot in selected areas to test feasibility in different conditions and draw lessons learned for modifying the national plan [see SP5]	4.2.1	Design a customized database for the pilot, procure equipment, train selected staff, test operating procedures and software, conduct voter education	ICT Dept/VR Unit, IT Advisers	1) Database developed and tested ready for pilot 2) Pilot staff trained 3) Voters in selected areas informed and educated	Feb-May 2014
		4.2.2	Conduct and monitor the VR pilot in three or four townships in different parts of the country (e.g. urban/high density/migrant workers; ethnic/rural/low electricity and in ceasefire area possibly with IDPs) to assess different sets of challenges to help design the national voter registration plan	UEC, sub-commission, ICT Dept/VR Unit	1) Record of lessons learned and recommendations from the VR pilot	May-Jun 2014
4.3	Design a National Voter Registration Plan based on lessons drawn from the pilot and prepare a budget to ensure that the UEC has sufficient funding and resources to implement the nation-wide voter registration exercise	4.3.1	Modify the database and operating procedures based on lessons from the pilot then finalize the National Voter Registration Plan, secure the budget and establish a monitoring and support mechanism	Admin Dept, Finance Dept, ICT Dept/VR Unit	1) Approved Plan and budget 2) Monitoring and support mechanism in place for implementation	Mar - Aug 2014

		4.3.2	Calculate detailed budget to establish the data centers at township level, procure hardware (laptops) and software (database), including costs for maintenance, training, education, security, distribution, storage and general administrative costs to support the voter registration exercise (e.g. additional staffing, office space, amenities, etc.)	Director (Adm), Director (Fin), ICT Dept/VR Unit	1) Budget for the entire National Voter Registration Plan including a breakdown of staff, training, equipment, voter education and administrative support approved	Mar - Aug 2014
4.4	Implement the National Voter Registration Plan using appropriate ICT measures (e.g. data entry) to compile a comprehensive voters' list [see SP3, SP5]	4.4.1	Implement the Voter Registration Plan on national level; recruit sufficient number of voter registration staff; procure hardware (laptops) and develop distribution plan, install database software and provide necessary supplies	UEC, ICT Dept/VR Unit, sub-commissions and township level	1) Staff recruited for 330 townships 2) No of inventory of equipment (laptops, batteries, generators) procured	Aug 2014 - Jun 2015
4.5	Recruit, assign duties and train staff who will be responsible for preparing the voters' list to ensure that they have the capacity to perform effectively [see SP3]	4.5.1	Design and conduct cascade training on voter registration process for UEC staff at all levels including data entry at township level	UEC, sub-commission and Training Unit	1) No. of training workshops held in all 14 states/regions 2) No. of staff recruited	Sept 2014 - March 2015
4.6	Design and conduct a voter education campaign to encourage all voters to cooperate and understand how to check their names on the list during the display period [see SP8]	4.6.1	Develop effective "edutainment" programs through radio and television to promote citizen participation to complete and correct voters' list and inform voters which procedures to follow and forms to fill in	UEC, CSOs, Media	1) No. of voter education spots produced 2) No. of spots on the radio and frequency and audience statistics 3) No. of spots on television and audience viewing statistics	July - Sep 2015
4.7	Ensure that the voters' list is more accurate and inclusive by requesting support from GAD and the Ministry of Immigration and Population (MIP) to provide the latest data [see SP7, SP9]	4.7.1	Receive the latest data from the household lists and GAD records and also cross check the number of eligible voters with the census before data entry starts	UEC, township and ward/village sub-commissions; GAD; Min of Immigration and Population	1) All available statistics checked 2) No. of updated records received from GAD in 2014	Jul 2014 and ongoing

4.8	Cooperate with CSOs and political parties to enhance transparency and allow them access to check the voters' list and to conduct an external voter registration audit [see SP7]	4.8.1	Inform UEC at all levels to cooperate and hold regular meetings with political parties and CSOs and allow them access to the voters' list	Township, ward/village sub-commissions; CSOs; political parties	1) No. of liaison committees established on voter registration at national and regional levels 2) No. of meetings held 3) Record of suggestions and recommendations for improving the voters' list for each state/region	Mar 2014 - Aug 2015
4.9	Ensure that the display period is long enough and voters are informed to check their names on the preliminary voters' list [see SP6]	4.9.1	Print and distribute preliminary voters' list for each township through sub-commissions	ICT dept/VR unit, Admin, Township/ Ward/village sub-commission	1) Track record of distribution of voters' list to each township	Jun - Aug 2015
		4.9.2	Extend for longer period and announce publicly duration of the display period for verification of voters' list	Township sub-commissions, Ext Rel Dept., Voter Education Dept.	1) No. of announcements on TV, radio spots; no. of posters/pamphlets distributed	Sep 2015
		4.9.3	Review all forms received for correction; remove, add or transfer names and update the voters' list accordingly at township level and central database for cross-checking	Ward/village sub-commissions, political parties and CSOs	1) Track record of no. of corrections received and accepted	Oct 2015
4.10	Ensure that final voters' lists are distributed to each polling station on time [see SP6]	4.10.1	Design a plan for printing and distributing the final voters' list through sub-commissions	ICT dept/VR Unit, Admin, Township/ Ward/village sub-commission	1) Track record of final voters' list printed and distributed for election day	Nov 2015
4.11	Update the voters' list on a regular basis (e.g. annually) or a needs-basis (e.g. for by-elections)	4.11.1	Update the voters' list regularly to prepare for future electoral events such as by-elections and national elections in 2020	All levels of UEC	1) Monitoring report on annual update from each township	Annually to be decided

Strategic Pillar 5: Information and Communication Technology						
Strategic Goal: To strengthen information and communication technology as a strategic resource to improve efficiency of managing data and enhancing internal and external communications.						
No.	Strategic Objectives	Strategic Actions		Responsible Actors	Performance Indicators	Timeline / Target
5.1	Establish an Information and Communication Technology (ICT) department and adopt a comprehensive information technology policy for the UEC	5.1.1	Form ICT department with a Systems Administrator and enhance ICT Dept. competence with specific training	UEC	1) ICT department staffed and operational with equipment and network	Feb 2014
		5.1.2	Draft and adopt the ICT policy with capacity, security, archive and sustainability issues addressed	UEC, ICT Dept	1) ICT policy adopted and disseminated among UEC staff	Mar 2014
		5.1.3	Install new servers and equipment; set up computer network and internet; host website	ICT Dept.	1) Server room renovated and new servers installed 2) 17 new laptops networked and allocated to ICT and Ex Rel staff	Mar 2014
5.2	Fulfill basic information and communication technology needs to run UEC operations effectively	5.2.1	Recruit skilled ICT Staff for UEC and Sub UECs and support with further training	All levels of UEC	1) No. of staff being recruited with basic ICT skills or potential for upgrading skills 2) No. of specific ICT trainings held	Apr - Jul 2014
		5.2.2	Equip the UEC and sub-commissions with necessary ICT software and hardware; record an inventory; set up a help-desk and develop a maintenance strategy	All levels of UEC	1) No. of UEC office being set up with hardware and software	Dec 2014 (14) Regions/ States, (73) Districts, (330) Towships
5.3	Increase the security of data through building an ICT system with security and back-up features	5.3.1	Consult with national and international experts for advice on maintaining security of data and backup	ICT Dept, IT Advisers	1) No. of measures taken to maintain security	Feb - Apr 2014
		5.3.2	Equip with security system hardware and software accordingly with firewalls, passwords, virus protection, etc.	ICT department, IT Advisers	1) Security system tested and functioning	Mar - Apr 2014
5.4	Ensure that UEC Staff have adequate capacity to use basic ICT skills by providing adequate training for staff at different levels	5.4.1	Design ICT training strategy; propose budget	ICT Dept, Training Unit	1) ICT Training Budget approved	Mar 2014

		5.4.2	Design phased ICT training strategy for different levels for UEC staff in HQ and regions (phase 1 before and phase 2 after November 2015 elections)	ICT Dept, Training Unit	1) No. of trainings held at end of Phase 1 2) 50% staff attained basic ICT skills (email, Word, Excel) by end of phase 1 3) Other 50% trained by end of phase 2	Apr 2014 ongoing to Nov 2015 (phase 1) Jan 2016 to Dec 2018 (phase 2)
5.5	Develop electoral applications as needed and ensure compatibility with UEC ICT platform and staff capacity [see SP4, SP6, SP10, SP11]	5.5.1	Develop a series of electoral-specific applications as needed: e.g. voter registration, party and candidate registration, observer registration, complaints tracking system and a system for managing election results	ICT Dept, IT Advisers	1) No. of electoral-specific applications developed and functioning 2) No. of forms available online to stakeholders for downloading 3) No. of databases e.g. registered parties and candidates made available online	Mar 2014 to Oct 2015
		5.5.2	Develop a Training Program for each electoral ICT application for relevant staff (e.g. databases for voter registration, political party and candidate registration, complaints tracking system and results management)	ICT Dept, IT Advisers	1) No of applications developed with other UEC depts 2) No. of staff trained in each application	Apr 2014 to Nov 2015
5.6	Use ICT to increase transparency of the process and accessibility to information for all stakeholders through the launch of the UEC website [see SP7]	5.6.1	Maintain the website, collect and load it with information to keep it dynamic and up-to-date	IT department, and external relation department	1) Website content on front pages updated at least weekly	Feb 2014 ongoing to Dec 2018
		5.6.2	Develop feedback mechanism for website visitors, monitor activity and technical problems	IT department, website visitors (external stakeholders)	1) Troubleshooting report with visitor statistics and technical problems fixed recorded monthly	Feb 2014 ongoing to Dec 2018

Strategic Pillar 6: Electoral Operations						
Strategic Goal: To develop institutional capacity for planning and managing electoral operations efficiently and peacefully, making them voter friendly, reducing irregularities and enhancing the integrity of the electoral process.						
No.	Strategic Objectives	Strategic Actions		Responsible Actors	Performance Indicators	Timeline / Target
6.1	Develop an operational plan and budget and identify gaps in funding	6.1.1	Establish an Operations 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 training of poll workers, management of results, security plan, timeline and budget	UEC and sub-commissions	1) Findings from simulated polling time and motion study 2) Operational Plan and budget approved and disseminated to regional offices	Apr 2014 to Dec 2015
6.2	In the event that by-elections for vacant seats will be held in 2014 develop a by-elections operations plan and budget and learn lessons for the national operations plan for elections in 2015	6.2.1	Consult with relevant Sub-Commissions on preparations and announcement of By-Elections in specific states/regions and townships and identify support required to implement the By-Elections Operations Plan effectively	UEC and sub-commissions	1) National Operations Plan, By-Elections Operations Plan and budget approved and disseminated to regional offices 2) Lessons learned from By-Elections	Jul - Dec 2014
6.3	Enhance the integrity of elections to prevent fraud	6.3.1	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 also prepare additional budget required to implement these integrity measures in a proposal for fundraising	UEC, Legal, Admin	1) No. of integrity measures introduced and included into Operational Plan with proposal for additional budget	Apr 2014 to Dec 2015

6.4	Develop an Election Risk Assessment and Security Plan to ensure a peaceful environment and build confidence	6.4.1	Establish an Electoral Security Committee with relevant stakeholders and develop a security plan for the campaign period, election day and the announcement of the results	UEC, MOHA, Security Actors, ethnic community leaders	1) Election Security Committee established and Plan and budget approved	Apr 2014 to Dec 2015
		6.4.2	Set up and utilize an election risk assessment tool to identify potential issues which can support the Electoral Security Committee in preparing strategies for conflict management	UEC, Security Actors,	1) Electoral Risk Assessment Tool set up and no. of UEC staff trained 2) No. of risks identified and reported to the Electoral Security Committee	Apr 2014 to Dec 2015
6.5	Develop a global electoral budget for UEC differentiating between institutional costs (running costs and development costs), event costs (voter registration and polling) and diffuse costs (e.g. contributions from other government departments, like security)	6.5.1	Calculate, propose and distribute budgets for the UEC and sub-commissions, and budgets for the electoral event	Director General, Finance Dept	1) Proposed amount of budget for UEC, sub-commissions and elections	According to fiscal year, Every Sept
					2) Distributed amount of budget for UEC, sub-commissions and elections	According to fiscal year, every Apr
		6.5.2	Identify funding gaps in the Strategic Plan and develop proposals to seek additional funding from the Government and international organizations	Director General, Finance Dept, Government, Parliament [and potentially international organizations]	1) Annual State budget for elections	According to fiscal year
					2) No. of proposals submitted for International support provided for 2014-2018	Jan 2014 to Dec 2018
6.6	Establish effective communication between UEC and sub-commission offices to improve supervision and flow of information [see SP2, SP5]	6.6.1	Select a team of field office coordinators from HQ to monitor and troubleshoot by visiting assigned regions/states, solving problems and helping develop an effective communication system where possible between each level	UEC, ICT Dept., sub-commissions	1) Field coordination reports 2) Communication system tested and in place (e.g. for each area using the most appropriate mode of communication fax, SMS, email) 3) No. of directives and instruction received	Monthly

6.7	Improve field operation efficiency by providing logistics and communication support to UEC sub-offices [see SP2]	6.7.1	Buy and supply motor vehicles for sub-commission offices at region/state, district and township level where possible and depending on available resources	UEC	1) No. of transport vehicles bought and supplied to sub-offices	Feb 2014 to Jun 2015 (Region/states = 14 cars by Feb 2014; districts = 73 cars by Aug 2014; townships = 660 motor-cycles/bicycles by Jun 2015)
	Designate accessible polling stations accurately based on the law and recommendations from DPOs [see SP9]	6.8.1	Calculate required number of polling stations based on number of eligible voters per constituency	UEC, sub-commission	1) List of no. of polling stations	Sep 2015
		6.8.2	Designate polling stations following UEC criteria on accessibility and recommendations from DPOs	UEC, sub-commission	1) No. of designated polling stations which have met the criteria (at least 80%)	Sep 2015
	Ensure that all polling stations have the correct ballots for each constituency on time before election day	6.9.1	Design ballot papers with the parties and candidates for each constituency and print correct amount of ballot papers	UEC	1) Record of no. of ballot papers per constituency printed	Sep 2015 (100%)
		6.9.2	Develop distribution plan for ballot papers and monitor distribution	UEC and sub-commission	1) No. of distributed ballot papers to each township	Nov 2015 (100%)
6.10	Ensure all polling stations receive election material kits on time and sensitive materials are securely stored	6.10.1	Calculate the number of each item/material to be procured (e.g. ballot boxes, seals, forms, bags/envelopes, ink, polling booths, signs, posters, manuals/guides, voters' lists, etc.) for each kit/polling station	Director General, Deputy Director General, Director (Adm), Director (Election)	1) List of no. of each material to be procured and budget attached	May, 2015

		6.10.2	Develop a procurement plan for competitive bidding and acquire sufficient quality but cost-effective materials		1) Procurement plan and budget approved	Jun - Jul 2015
		6.10.3	Develop a logistics plan for packaging and tracking the distribution of election material kits around the country		1) Logistics Plan approved and tracking system in place	Aug -Oct 2015
6.11	Publish and make available an electoral information package for stakeholders on the UEC website [see SP7, SP8]	6.11.1	Make available an information package (e.g. list of polling stations, training manuals and electoral forms) on the UEC website for stakeholder awareness to use for their own training and activities	UEC, Admin, Ex Rel Dept., Training Unit, Voter Education Unit	1) No. of times materials browsed and downloaded	2014-2016
6.12	Ensure advanced voting is held in a transparent and inclusive manner based on clear procedures and observed by party agents and observers [see SP7]	6.12.1	Develop Advance Voting Plan including publishing of advance voters' lists and locations, clearer procedures and forms, more supervision and training of election staff and access for political parties and observers to observe the advance voting process	UEC, Ex Rel Dept.	1) Advance Voting Plan approved 2) Advance voters' list and locations published 3) Political parties and observers invited to observe	Apr 2014 to Sep 2015
		6.12.2	Make arrangements to ensure voters inside their constituencies in-country are able to cast advance votes	Ward/village sub-commission	1) Advance voters' lists and locations published 2) No. of advance polling stations observed 3) No. of advance votes and results added to each constituency	Oct - Nov 2015
		6.12.3	Make arrangements with Myanmar Embassies to ensure voters outside their constituencies/out of country are able to cast advanced votes	UEC, township sub-commission, Min of Foreign Affairs	1) No. of overseas voters per country on advanced voters' list	Oct - Nov 2015
6.13	Announce the preliminary election results swiftly through a Media Center and the UEC website to enhance transparency [see SP7]	6.13.1	Develop a results management plan including setting up a Media 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, ICT Dept., Ex Rel Dept.	1) Results Management Plan approved and budgeted 2) Media Center set up in an accessible location for stakeholders 3) Results page developed and functioning on UEC website for preliminary and final results to be announced	Sep - Nov2015

6.14	Conduct an audit of electoral expenses of each UEC office	6.14.1	Gather all UEC office expense reports and set up audit team; train on Excel if needed to compile softcopy of final budget report for Parliament	All levels of UEC, Finance Dept	1) No. of proposals for electoral expenses submitted 2) Final budget expenditure of 2015 electoral event audited and submitted to government and parliament	Within (30) days since MPs' name were announced
		6.14.2	Submit and audit separate financial report on tribunal and adjudication of complaints expenses	UEC, Finance Dept	1) No. of formed tribunals 2) No. of cases being judged 3) Tribunal expenses final report	After (30) days since MPs' name were announced
6.15	Develop a second By-elections Operations Plan after 2015 national elections to hold by-elections for vacant seats in the period 2016-2018	6.15.1	Consult with relevant Sub-Commissions on preparations and announcement of By-Elections in specific states/regions and townships and identify support required to implement the By-Elections Operations Plan effectively	UEC and sub-commissions	1) National Operations Plan, By-Elections Operations Plan and budget approved and disseminated to regional offices 2) Lessons learned from By-Elections	2016 - 2018

Strategic Pillar 7: Stakeholder Relations						
Strategic Goal: To increase transparency and build trust in the electoral process by reaching out to and cooperating with political parties, civil society organizations, observers, the media and the public as well as eliciting support from the State and international organizations.						
No.	Strategic Objectives	Strategic Actions		Responsible Actors	Performance Indicators	Timeline / Target
7.1	Establish an External Relations Department and external communications strategy to better engage and respond to external stakeholders and improve the flow of information to and from the UEC	7.1.1	Form External Relations Department to meet the increasing demand of requests for information in the lead up to elections	UEC	1) External relations department established and operational	Jan 2014
		7.1.2	Train External Relations Department staff on developing a communications strategy; database of contact lists; providing news and updated content to the UEC website	ICT department, external relations department, other departments and organizations	1) No. of trainings held 2) Communication strategy developed and approved 3) Contact list database functioning and up to date 4) Website updated monthly and on needs basis for urgent announcements/updates	Mar 2015
		7.1.3	Produce UEC quarterly newsletter; issue press releases as needed; and arrange interviews with journalists	IT and external relations department	1) No. of newsletters printed and distributed in Myanmar and English every quarter 2) No. of views and downloads online from UEC website and email send out 3) No of press releases issued 4) No of Interviews conducted with both state and private media	2014 - 2018
		7.1.4	Respond to queries through information help-desk (phone/email); coordinate external stakeholder meetings with UEC; design fact sheets for general information	IT and external relations department	1) Responses per quarter 2) Articles about UEC using fact sheets and press releases	2014 - 2018

		7.1.5	Design, plan and set up UEC Media Center from the campaign period to the announcement of the results for better access to information by stakeholders [see SP6]	UEC, sub-commissions	1) Media center designed and opened 2) No. of stakeholders attending 3) No. of preliminary results announced speedily	Sept 2015 to Jan 2016
7.2	Cooperate with government departments, political parties, civil society and the media to maximize resources and avoid gaps or duplications and ensure effective dissemination of information	7.2.1	Hold pre-election electoral stakeholders consultation meetings on a regular basis to gather feedback and provide briefings and updates on the electoral process both at national and regional levels	External relations department, Stakeholders	1) No. of meetings held at national and regional levels	2014 - 2018
		7.2.2	Cooperate with government departments, political parties, CSOs, and media for: voter registration, electoral education and the campaign period	External relations department, Stakeholders	1) No. of cooperation achieved in strategic actions of the plan	Jun 2014 - Dec 2015
		7.2.3	Hold a post-election review with stakeholders to capture lessons learned to feed into improving the electoral process for the next cycle [see SP12]	External relations department, CSOs, Political Parties, Stakeholders	1) Post-election review seminar held	Jan - May, 2016
7.3	Design application and accreditation procedures for domestic and international election observers (individuals/organizations) to enhance credibility and transparency of the election [see SP5]	7.3.1	Publicize application and accreditation procedures; invite electoral observers and organizations to apply at national or regional level	UEC, CSOs	1) No. of organizations or networks invited	Jun - Nov 2015
		7.3.2	Receive, accredit and approve electoral observers and organizations; provide badges and maintain database	UEC and sub-commission, CSOs	1) No. of organizations and observers applied and approved	Jun - Nov 2015
		7.3.3	Train members of all level of sub-commission and polling staff about the role of observers	Training Unit, UEC and sub-commission	1) Section on role of observers included in training materials and workshops	Sept - Nov 2015

Strategic Pillar 8: Civic and Voter Education						
Strategic Goal: To create awareness of the electoral process among all citizens and increase participation through coordinated and effective civic and voter education campaigns.						
No.	Strategic Objectives	Strategic Actions		Responsible Actors	Performance Indicators	Timeline / Target
8.1	Analyze baseline surveys and research on citizens' awareness of the electoral process to develop relevant information and messages for voters	8.1.1	Map various baselines surveys and draw analytical conclusions	UEC, CSOs	1) Written analysis by UEC based on existing surveys with recommendations for voter education strategy	2014 - 2015 ongoing, post-election statistics
8.2	Cooperate education efforts with electoral stakeholders to ensure consistency and effectiveness of messaging and coordination of activities nationwide and at regional level [see SP7]	8.2.1	Form Civic and Voter Education Coordination Group (CVEC) to include CSO representatives at national and regional levels	UEC, sub-commissions, Civic & Voter Education Coordination Groups (CVECs)	1) Civic and Voter Education Coordination Groups formed at national level and in regions with sub-commissions and local CSOs meeting regularly with minutes recorded and copied to Voter Ed Unit	Mar 2014 for national and Apr 2014 for regional and then at least monthly
		8.2.2	Hold regular (e.g. monthly) meetings and seminars to identify areas to cooperate and allocating roles and responsibilities	UEC, sub-commissions, Civic & Voter Education Coordination Groups (CVECs)	1) Areas for cooperation and coordination addressed on the meeting agenda with minutes recorded 2) Allocating roles 3) No. of monthly meetings held	Jun 2014 - Dec 2015
		8.2.3	Identify mechanisms to ensure constant communication between CVEC and cooperating organizations	UEC, CSOs	1) Information updates on website for CSOs on latest changes to procedures 2) Monthly updates through meetings with CVEC Group	2014 - 2015 ongoing
		8.2.4	Implement and monitor civic and voter education campaigns including a post-implementation survey	UEC, sub-commissions, CSOs	1) Minutes and actions recorded from monthly meetings 2) Matrix of all civic and voter education activities including list of UEC initiatives, CSOs, target groups, geographical areas and materials 3) Post-election review on civic and voter education report with success and gaps to plan for future by-elections and next electoral cycle	every month and post-election

8.3	Publish and distribute voter education manuals, pamphlets and posters in Myanmar language and selected ethnic languages [see SP9]	8.3.1	Consult CSOs on designing voter education manual, pamphlets and posters, printing and distribution for voter registration and later for polling	UEC, sub-commissions, CSOs	1) No. of consultations and recommendations from CSOs recorded 2) Copies printed and distributed	Feb 2014 to Nov 2015
		8.3.2	Print and distribute in ethnic languages; develop strategies for different areas (urban, remote, specific ethnic communities)		2) No. of copies in ethnic languages printed and distributed	
8.4	Use various mass and social media for broader outreach to inform the public on the electoral process to complement grass-roots initiated by CSOs	8.4.1	Conduct public outreach through a campaign on state and private TV and radio, community radio, print and current social media [e.g. Facebook, twitter] to attract the youth vote	UEC, sub-commissions, CSOs, media	1) No. of TV and radio spots and audience statistics 2) No. of Myanmar artists engaged in voter education activities 3) Quick sample survey on impact 4) Track social media activity and response	Apr 2014 to Nov 2015
		8.4.2	Educate by using billboards and traditional methods through community leaders and loud-speakers		1) No. of materials distributed to community leaders around the country in 14 regions/states	Apr, 2014 to Nov 2015

Strategic Pillar 9: Promotion of Inclusive Participation						
Strategic Goal: To encourage more inclusive participation from women, ethnic minorities, persons with disabilities, and internally displaced persons (IDPs) facing different challenges and barriers to participating in the electoral process.						
No.	Strategic Objectives	Strategic Actions		Responsible Actors	Performance Indicators	Timeline / Target
9.1	Educate and inform citizens about their rights in the Constitution, electoral laws, rules and guidelines, and in conventions signed by the Government of Myanmar (e.g.: Convention on the Elimination of Discrimination against Women (CEDAW) which includes anti-violence against women and anti-sexual harassment; Convention on the Rights of Persons with Disabilities (CRPD), and other international obligations) [see SP8]	9.1.1	Form regional Civic Education Coordination Groups composed of UEC staff, BRIDGE Trainers, local CSOs, women's organizations, disabled persons' organizations and representatives from local ethnic communities	UEC, BRIDGE Trainers and regionally based CSOs and community leaders	1) 14 regional civic education liaison groups formed and meet at least once a month at UEC sub-commission office	Apr 2014 to Nov 2015
		9.1.2	Use existing civic and voter education materials produced at national level to design and customize in different ethnic languages using various media and methods e.g. community radio, posters, performing role plays, etc.	UEC, civic education liaison groups, ethnic community leaders/ organizations	1) No. of educational programs being broadcasted and audience statistics 2) No. of training and voter education materials produced which reflect the rights and images of women, ethnic minorities, persons with disabilities and IDPs	Apr 2014 to Nov 2015
		9.1.3	Distribute educational materials in ethnic languages through local networks and local media	UEC and sub-commissions, local media	1) No. of materials distributed or broadcast recorded	Apr 2014 to Nov 2015
9.2	Ensure that all the decisions made by the UEC and sub-commissions promote participation from women, ethnic minorities, persons with disabilities and internally displaced persons (IDPs) [see SP1 to SP12]	9.2.1	Cooperate with various CSOs working specifically on rights of: i) women, ii) ethnic minorities, iii) persons with disabilities, and iv) IDPs	UEC, CSOs, DPOs, women's organizations, ethnic community groups	1) No. of consultations with these groups 2) No. of decisions based on recommendations from these representatives	Apr 2014 to Nov 2015

		9.2.2	Conduct a gender audit to examine the participation of women both inside and outside the UEC, and draft UEC gender policy to encourage participation based on the audit.	UEC and sub-commissions, CSOs, women's organizations	1) UEC Gender Audit is conducted 2) UEC Gender Policy is drafted with input from women's organizations, and adopted by the UEC	April 2014 to November 2015
9.3	Develop recruitment strategy for increasing gender balance and more diversity by encouraging members of the local community to apply for staff positions at UEC [see SP3]	9.3.1	Use alternative channels for advertising jobs through the local community	UEC and sub-commissions, local CSOs and community leaders	1) No. of women, persons with disabilities and ethnic minority people being assigned as staff	Jun 2014 to Nov 2015
		9.3.2	Devise strategy for recruiting poll workers locally from a more diverse pool - including more women, ethnic minorities and persons with disabilities	UEC and different level of sub-commissions, local CSOs and community leaders	1) No. of poll workers recruited from diverse backgrounds	Aug - Nov 2015

Strategic Pillar 10: Political Party and Candidate Compliance						
Strategic Goal: To ensure that political parties and candidates fully understand the electoral process and comply with the rules for fair competition and party and campaign finance.						
No.	Strategic Objectives	Strategic Actions		Responsible Actors	Performance Indicators	Timeline / Target
10.1	Design and conduct education programs on electoral laws, the political party registration law and include the Convention on the Elimination of Discrimination against Women (CEDAW), Convention on the Rights of Persons with Disabilities (CRPD), and other international obligations	10.1.1	Review laws and practice on laws, regulations and directives to party registration, candidate nomination and party and campaign funding based on consultations and recommendations from political parties	UEC, political parties	1) No. of amendments to the laws and regulations	by mid-2014
		10.1.2	Design a user-friendly manual or information pamphlet highlighting the rules for party and campaign finance and code of conduct	UEC	1) No. of manuals/pamphlets produced and disseminated to all political parties	before political party and candidate registration closes
		10.1.3	Organize regular meetings with political parties to gather feedback on compliance, provide briefings or workshops on a needs basis	UEC, political parties, CSOs	1) No. of meetings with political parties organized by UEC and a record of feedback on issues of regulations and compliance 2) No. of briefings and workshops being organized by UEC	by Nov 2015 Meeting (5) times Workshops (3) times
		10.1.4	Design cascade training strategy and module on party compliance for all levels of sub-commissions and align with other modules on compliance and integrity	UEC, different levels of sub-commission	1) No. of trainings held at each level of sub-commissions	by Nov 2015, (15) times
		10.1.5	Publish information pamphlet on website and through media	UEC, media	1) Information accessible on website and track no. of hits and downloads 2) No. of media outlets used to publish information	Oct 2014 - Nov 2015

10.2	Draft, print and disseminate directives related to political party fundraising and party de-registration	10.2.1	Develop a communication strategy for disseminating directives and guidelines related to party fundraising and party de-registration accompanied by briefings by UEC to political parties	UEC and different levels of sub-commissions	1) Communication strategy produced and shared with timing for release of directives and briefings	Oct 2014 - Nov 2015
10.3	Draft, print and disseminate directives in accord with existing laws related to parties' campaign expenditures	10.3.1	Develop a communication strategy for disseminating directives and guidelines related to party expenditure and disclosure accompanied by briefings by UEC to political parties	UEC and different levels of sub-commissions	1) No. of directives and guidelines released 2) No. of political parties and candidates briefed	Oct 2014 - Nov 2015
10.4	Draft, print and disseminate directives in accord with existing laws for political parties and candidates to comply with the election campaign	10.4.1	Develop a communication strategy for disseminating directives and guidelines related to election campaigns	UEC, different levels of sub-commissions	1) No. of directives and guidelines released 2) No. of political parties and candidates briefed	Oct 2014 - Nov 2015
10.5	Monitor political party compliance with party registration, candidate nominations and disclosure of party and campaign finance	10.5.1	Devise strategies to monitor effectively party compliance (checking signatures, deposits, and disclosure records) and investigate further if needed	UEC, different levels of sub-commissions	1) No. of investigations conducted 2) No. of sanctions enforced	Aug - Nov 2015

Strategic Pillar 11: Electoral Dispute Resolution						
Strategic Goal: To make the electoral dispute resolution mechanism more effective and transparent and ensure that stakeholders understand the process clearly and have equal access to a fair resolution of disputes.						
No.	Strategic Objectives	Strategic Actions		Responsible Actors	Performance Indicators	Timeline / Target
11.1	Review law and practice for resolving disputes	11.1.1	Review existing laws, by-laws, directives and practice for resolving electoral disputes and make recommendations for amendments	UEC, legal department, tribunal department	1) No. of amendments made	Mar - Sep 2014
		11.1.2	Consult political parties and CSOs on suggestions for improving procedures for complaints and appeals at all levels	UEC, CSOs, political parties	1) No. of consultations held with political parties and CSOs	Mar - Sep 2014
11.2	Educate political parties, candidates and the public about electoral offenses, unlawful activities and sanctions	11.2.1	Design and conduct an educational program about electoral offenses and sanctions using media in the lead up to the campaign period	Tribunal department, voter education unit	1) No. of times educating the public using media (print and radio)	May - Jun 2015
		11.2.2	Publish and distribute fact sheets and pamphlets of the guidelines on electoral offenses and sanctions in print and online	External relation department	1) No. of distributed copies of fact sheets/pamphlets of the guidelines 2) No. of fact sheets, pamphlets of the guidelines downloaded	Jul - Nov 2015
11.3	Ensure that each election Sub-commission is assigned with the appropriate authority and training in order to settle disputes and complaints before, during and after the elections	11.3.1	Train and assign duties to different levels of sub UECs	Tribunal department, Training Unit, sub-commissions	1) No. of trainings about laws and by-laws to different levels of sub-commissions 2) No. of assigned staff	Jul 2015
11.4	Examine and adjudicate electoral complaint cases through election tribunals	11.4.1	Form Electoral Tribunals including members of UEC and expert lawyers to adjudicate electoral complaints	UEC, tribunal department	1) No. of Electoral Tribunal Courts, including members of UECs and law experts, being formed	45 days after the representatives name list announced

		11.4.2	Hold tribunals on electoral complaints	UEC, Tribunal department	1) No. of tribunals held 2) No. of judgments on electoral complaints	45 days after the representatives name list announced
11.5	Adjudicate appeals filed either by the plaintiff or the defendant	11.5.1	Hear and judge appeals	UEC, Tribunal department	1) No. of decisions made on appeals	Within 15 days after the decision of tribunal
11.6	Archive all electoral disputes, complaints, appeals and rulings into a database to enhance efficiency and transparency of the process	11.6.1	Develop computerized system to record and track electoral disputes, complaints, appeals and rulings and train staff	Tribunal department, ICT department	1) No. of recorded cases on electoral dispute, complaint, appeal and ruling, using computerized system 2) No. of staff trained on using the complaints tracking system	Jun - Dec, 2015
		11.6.2	Gather lessons learned for post-election review and make recommendations for improving electoral dispute resolution laws and practice	Tribunal Dept., political parties, CSOs, observers	1) No. of recommendations submitted	Jan - Mar, 2016
		11.6.3	Publish rulings on website and in print	Director (Tribunal)	1) Webpage on UEC website documenting rulings 2) No. of printed copies of rulings for the UEC archive	by Mar 2016

Strategic Pillar 12: Monitoring and Evaluation						
Strategic Goal: To monitor the implementation of the Strategic Plan regularly and modify Strategic Actions and allocate resources accordingly.						
No.	Strategic Objectives	Strategic Actions		Responsible Actors	Performance Indicators	Timeline / Target
12.1	Establish the monitoring and evaluation unit to provide oversight and to report on implementation of each strategic pillar	12.1.1	Form the Strategic Plan monitoring and evaluation unit/committee	UEC, Region/ State and District sub-commissions	1) M&E Unit established, functional and reporting quarterly	Feb 2014
		12.1.2	Monitor and evaluate the implementation of the Strategic Plan six monthly	M&E Unit	1) M&E progress reports submitted every quarter for 2014-2015 then every two quarters for 2016-2018	2014-2018 Jun/Dec
12.2	Elicit feedback and recommendations from stakeholders through consultations	12.2.1	Obtain feedback and suggestions from stakeholders on a periodic basis through meetings, surveys or reports	M&E Unit	1) No. of meetings held 2) No. of reports submitted with recommendations for modifications	Every 6 months except post-election review
12.3	Submit monitoring and evaluation reports to the Commission for review and propose recommendations for modifications to the Strategic Plan	12.3.1	Modify Strategic Actions of the Strategic Plan based on recommendations based on progress reports, consultations and availability of resources	UEC, M&E Unit	1) Report submitted on time with % of progress of each pillar documented with % of progress and challenges 2) No of modifications made	2014-2018 Jun/Dec
12.4	Archive all election data, reports and materials and publish on the UEC website for public access and provide a reference for UEC to review and plan for the next electoral cycle	12.4.1	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, published and disseminated 2) 2015 election archive created and systematized for easy access online and in UEC archive dept.	Within 45 days after the election -day
12.5	Conduct a thorough post-election review to capture lessons learned from the 2015 elections and modify the Strategic Plan for 2016-2018	12.5.1	Conduct post-election reviews a) internally with UEC staff from the regions and different levels b) with stakeholders (CSOs, political parties, etc.) and compile a report for modifying the strategic Plan accordingly	UEC central and sub-commission levels, CSOs, political parties, observers	1) A series of post-election reviews are held 2) A summary report of evaluation and recommendations	Jan-Mar 2016, Apr-Jun 2016

No.	Strategic Objectives	2014				2015				2016				2017				2018			
		Q1	Q2	Q3	Q4																
1.1	Revise and amend laws and by-laws, and draft codes of conduct to ensure better management of the electoral process considering cross-cutting issues such as gender equality, and inclusiveness of persons with disabilities. [see SP7, SP9]																				
1.2	Strengthen the electoral legal framework and polling day procedures by revising and amending the electoral process guidelines.																				
1.3	Promote transparent and accessible framework by translating and publishing electoral guidelines, procedures, directives and fact sheets into ethnic languages online and in print.[see SP7, SP8, SP9]																				
1.4	Review laws and by-laws as part of post-election review.[see SP12]																				
2.1	Restructure the formation of the UEC's central office in Nay Pyi Taw to increase efficiency and effectiveness of the UEC.																				
2.2	Expand and strengthen the UEC field structure by recruiting staff for region/state, district and township level sub-commissions.[see SP3, SP9]																				
2.3	Support the UEC field offices through the supply of office amenities to region/state, district and township level sub-commissions.[see SP6]																				
2.4	Construct buildings for sub-commission offices to enhance UEC's independence.					TBC															
3.1	Strengthen the performance of UEC staff by adopting staff appointment and promotion policies. These policies will also respect gender equality and inclusiveness of persons with disabilities and people from ethnic minority groups.[see SP2, SP9]																				
3.2	Strengthen the quality, the number and the diversity of UEC staff to support elections by recruiting or seconding staff.																				
3.3	Establish a Training Department (as part of the UEC restructure) to be responsible for coordinating all training activities.[see SP2]																				

No.	Strategic Objectives	2014				2015				2016				2017				2018			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4												
3.4	Build the capacity of new and current UEC staff to meet their responsibilities by training staff.																				
3.5	Select remaining UEC staff, assign duties and conduct training programs.																				
3.6	Design cascade training strategy, methodology and training manuals for poll workers.																				
3.7	Brief security organizations, political parties, observers and other stakeholders on roles and responsibilities and conflict prevention. [see SP6]																				
3.8	Conduct post-election review of UEC capacity and training strategy. [see SP12]																				
3.9	Establish Union Election Commission Academy (UEA) to certify and professionalize new and current UEC staff.																TBC				
4.1	Establish a Voter Registration Unit (initially within the ICT Department), and assign responsibilities to staff [see SP5]																				
4.2	Develop a Pilot Voter Registration Plan and budget for a voter registration pilot and implement the pilot in selected areas to test feasibility in different conditions and draw lessons learned for modifying the national plan [see SP5]																				
4.3	Design a National Voter Registration Plan based on lessons drawn from the pilot and prepare a budget to ensure that the UEC has sufficient funding and resources to implement the nation-wide voter registration exercise																				
4.4	Implement the National Voter Registration Plan using appropriate ICT measures (e.g. data entry) to compile a comprehensive voters' list [see SP3, SP5]																				
4.5	Recruit, assign duties and train staff who will be responsible for preparing the voters' list to ensure that they have the capacity to perform effectively [see SP3]																				
4.6	Design and conduct a voter education campaign to encourage all voters to cooperate and understand how to check their names on the list during the display period [see SP8]																				
4.7	Ensure that the voters' list is more accurate and inclusive by requesting support from GAD and the Ministry of Immigration and Population (MIP) to provide the latest data [see SP7, SP9]																				

No.	Strategic Objectives	2014				2015				2016				2017				2018				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
4.8	Cooperate with CSOs and political parties to enhance transparency and allow them access to check the voters' list and to conduct an external voter registration audit [see SP7]																					
4.9	Ensure that the display period is long enough and voters are informed to check their names on the preliminary voters' list [see SP6]																					
4.10	Ensure that final voters' lists are distributed to each polling station on time [see SP6]																					
4.11	Update the voters' list on a regular basis (e.g. annually) or a needs-basis (e.g. for by-elections)												TBC									
5.1	Establish an Information and Communication Technology (ICT) department and adopt a comprehensive information technology policy for the UEC.																					
5.2	Fulfill basic information and communication technology needs to run UEC operations effectively.																					
5.3	Increase the security of data through building ICT system with security and back-up features.																					
5.4	Ensure that UEC staff have adequate capacity to use basic ICT skills by providing adequate training for staff at different levels.																					
5.5	Develop electoral applications as needed and ensure compatibility with UEC ICT Platform and staff capacity. [see SP4, SP6, SP10, SP11]																					
5.6	Use ICT to increase transparency of the process and accessibility to information for all stakeholders through the launch of the UEC website. [see SP7]																					
6.1	Develop an operational plan and budget, and identify gaps in funding.																					
6.2	In the event that by-elections for vacant seats will be held in 2014 develop a by-elections operations plan and budget and learn lessons for the national operations plan for elections in 2015					TBC																
6.3	Enhance the integrity of elections to prevent fraud.																					
6.4	Develop an Election Risk Assessment and Security Plan to ensure peaceful environment and build confidence.																					

No.	Strategic Objectives	2014				2015				2016				2017				2018			
		Q1	Q2	Q3	Q4																
6.5	Develop global electoral budget for UEC differentiating institutional costs (running costs and implementing goals of Strategic Plan), event costs (voter registration and polling) and diffuse costs (e.g. contributions from other government departments like security).																				
6.6	Establish effective communication between UEC and sub-offices to improve supervision and flow of information. [see SP2, SP5]																				
6.7	Improve field operation efficiency by providing logistic and communication support to UEC sub-offices.[see SP2]																				
6.8	Designate accessible polling stations accurately based on the law and recommendations from DPOs.[see SP9]																				
6.9	Ensure that all polling stations have the correct ballots for each constituency on time before election day.																				
6.10	Ensure all polling stations receive election material kits on time and sensitive materials are securely stored.																				
6.11	Publish and make available an electoral information package for stakeholders on the UEC website.[see SP7, SP8]																				
6.12	Ensure advanced voting is held in a transparent and inclusive manner, based on clear procedures and observed by party agents and observers.[see SP7]																				
6.13	Announce the preliminary election results swiftly through a Media Centre and the UEC website to enhance transparency.[see SP7]																				
6.14	Conduct an audit of electoral expenses from each UEC office.																				
6.15	Develop a second By-elections Operations Plan after 2015 national elections to hold by-elections for vacant seats in the period 2016-2018																				
7.1	Establish an External Relations Department and external communications strategy to better engage and respond to external stakeholders and improve the flow of information to and from the UEC.																				

No.	Strategic Objectives	2014				2015				2016				2017				2018			
		Q1	Q2	Q3	Q4																
7.2	Cooperate with Government departments, political parties, civil society and the media to maximize resources and avoid gaps or duplications and ensure effective dissemination of information.																				
7.3	Design application and accreditation procedures for domestic and international election observers (individuals/organizations) to enhance credibility and transparency of the election.[see SP5]																				
8.1	Analyze baseline surveys and research on citizens' awareness of the electoral process and to develop relevant information and messages for voters.																				
8.2	Cooperate with electoral stakeholders on education efforts to ensure consistency and effectiveness of messaging and coordination of activities nation-wide and at a regional level.[see SP7]																				
8.3	Publish and distribute voter education manuals, pamphlets and posters in Myanmar language and selected ethnic languages.[see SP9]																				
8.4	Use various mass media for broader outreach to inform the public on the electoral process to complement grass-roots initiatives by CSOs.																				
9.1	Educate and inform citizens about their rights in the Constitution, electoral laws, rules and guidelines, and in conventions signed by the Government of Myanmar (e.g.: Convention on the Elimination of Discrimination against Women (CEDAW) which includes anti-violence against women and anti-sexual harassment; Convention on the Rights of Persons with Disabilities (CRPD)), and other international obligations.[see SP8]																				
9.2	Ensure that all the decisions made by the UEC and the sub-commissions promote participation from women, ethnic minorities, persons with disabilities and internally displaced persons (IDPs).[see SP1 to SP12]																				
9.3	Develop recruitment strategy for increasing gender balance and more diversity by encouraging members of the local community to apply for staff positions at UEC. [see SP3]																				
10.1	Design and conduct education programs on electoral laws, the political party registration law, as well as the Convention on the Elimination of Discrimination against Women (CEDAW), Convention on the Rights of Persons with Disabilities (CRPD), and other international obligations.																				
10.2	Draft, print and disseminate directives related to political party fundraising and party de-registration.																				

No.	Strategic Objectives	2014				2015				2016				2017				2018			
		Q1	Q2	Q3	Q4																
10.3	Draft, print and disseminate directives in accord with existing laws related to parties' campaign expenditure.																				
10.4	Draft, print and disseminate directives in accord with existing laws for political parties and candidates to comply with the election campaign.																				
10.5	Monitor political party compliance with party registration, candidate nominations and disclosure of party and campaign finance.																				
11.1	Review law and practice for resolving disputes.																				
11.2	Educate political parties, candidates and the public about electoral offenses and unlawful activities and sanctions.																				
11.3	Ensure that each election sub-commission is assigned with accurate authority and training in order to settle disputes and complaints before, during and after the elections.																				
11.4	Examine and adjudicate electoral complaint cases through election tribunals.																				
11.5	Adjudicate appeals filed either by the plaintiff or the defendant.																				
11.6	Archive all electoral disputes, complaints, appeals and rulings into a database to enhance efficiency and transparency of the process.																				
12.1	Establish the monitoring and evaluation unit to provide oversight and to report on implementation of each strategic pillar.																				
12.2	Elicit feedback and recommendations from the stakeholders through consultations.																				
12.3	Submit the monitoring and evaluation reports to the Commission for review and to propose recommendations for modifications to the Strategic Plan.																				
12.4	Archive all election data, reports and materials and publish on the UEC website for public access and provide a reference for UEC to review and plan for the next electoral cycle.																				
12.5	Conduct a thorough Post-election Review to capture lessons learned from the 2015 elections and modify the Strategic Plan for 2016-2018.																				

Election Period

Acronyms

Anti-VAW	Anti Violence Against Women
BRIDGE	Building Resources in Democracy, Governance and Elections
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 Persons' Organizations
EU	European Union
GAD	General Administrations Department
ICT	Information and Communication Technology
IDEA	International Institute for Democracy and Electoral Assistance
IDP	Internally Displaced Persons
IFES	International Foundation for Electoral Systems
M&E	Monitoring & Evaluation
MIP	Ministry of Immigration and Population
SP1	Strategic Pillar 1
SPC	Strategic Planning Committee
Sub-Commission	UEC Sub-Commissions at Region/State, Districts, Townships, Ward/Village
SWOT	Strength, Weaknesses, Opportunities, Threats
TBC	To Be Confirmed
UEA	Union Electoral Academy
UEC	Union Election Commission
VE	Voter Education
VR	Voter Registration
WG	Working Group



Union Election Commission, Nay Pyi Taw
The Republic of the Union of Myanmar.

Published in February 2014.
www.uec.gov.mm