



REPUBLIC OF RWANDA
NATIONAL ELECTORAL COMMISSION



THE NATIONAL ELECTORAL COMMISSION (NEC)

STRATEGIC PLAN FOR THE PERIOD 2022-2027



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CHAIRMAN'S FOREWORD



The National Electoral Commission (NEC) has a constitutional and legal mandate of preparing and organizing Local, Parliamentary and Presidential, Referendum and Abunzi elections in a free, fair and transparent manner. A number of considerable achievements were recorded in the election management systems from the previous strategic plan (2017-2022). NEC has built on these accomplishments to develop strategic priorities for this strategic plan (2022-2027). Strategic directions for this strategic plan focus on strengthening governance and electoral democracy and defining strategic commitments with resources needed to achieve strategic priorities.

This document defines the National Electoral Commission's (NEC's) strategic goals from 2022 to 2027 and communicates strategic direction with proposed interventions that NEC shall deliver within the next Five (5) fiscal years (2022/2023-2026/2027). Strategic issues that required more efforts in the previous strategic plan are given much attention in the next five years by proposing new actions that seek to address emerging needs within NEC's portfolio of organizing and conducting elections.

This Strategic Plan shall be implemented from July 2022 to June 2027. It is intended to cover the following key elections:

- 1) Mediators (Abunzi) elections in August 2022.
- 2) Legislative elections in September 2023;
- 3) Presidential elections in August 2024;
- 4) Senatorial elections in September 2024;
- 5) Election of Kigali City Council and Executive Committee in September 2024;
- 6) Local Elections in September 2026;
- 7) Mediators (Abunzi) elections in May 2027

I am pleased to convey the Commission's appreciation to our key national and international stakeholders that include but not limited to; the Office of the President, Parliament, the Supreme Court, the Ministry of Local Government, National identification Agency (NIDA), civil society organizations, UNDP, NEC staff and volunteers for their tireless collaboration in the implementation of the previous strategic plan and contributing to developing this strategic plan 2022-2027. I look forward to your continued support towards strengthening good governance and electoral democracy in Rwanda.

A handwritten signature in blue ink, appearing to read 'Kalisa', written over a horizontal line.

Digitally signed
by
NEC(Chairman)

Prof. MBANDA KALISA
Chairman, National Electoral Commission

Vision

Being an Election Management Body (EMB) that continuously strengthens and sustain democracy through upholding an atmosphere of trust, increasing the level of national participation, and regular and credible elections in the country, within an electoral system that adapts to the changes of the society and meets voters' expectations and needs.

Mission

Organizing and conducting free, fair and transparent elections while preparing and providing regular electoral civic education aimed at promoting democracy and good governance in Rwanda.

Core values

- 1) **Accountability:** Ownership of work, responsibilities, and decisions in service of Rwandan people;
- 2) **Excellence:** Striving for the best, being better today than we were yesterday;
- 3) **Inclusiveness:** Ensure that voices of all Rwandan people are heard in electoral processes;
- 4) **Integrity:** Honesty and transparency in all dealings, upholding trust placed in NEC;
- 5) **Impartiality:** Being impartial in election management.

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LIST OF ABBREVIATIONS

AAP:	Annual Action Plan
ACDEG:	The African Charter on Democracy Elections and Governance
AU:	African Union
C&P:	Collaboration and Partnership
CDP:	Capability Development Planning
CM:	Change Management
COVID:	Corona Virus Disease
CV:	Curriculum Vitae
EMB:	Election Management Body
FGD:	Focus Group Discussion
G&L:	Governance and Leadership
HRM:	Human Resource Management
IDEA:	International Foundation for Electoral Systems
IFES:	International Institute for Democracy and Electoral Assistance
ICT:	Information and Communication Technology
IEC:	Information, Education and Communication
JADF:	Joint Action Development Forum
KAP:	Knowledge, Attitude and Practice
KII:	Key Informant Interview
M&E:	Monitoring and Evaluation
NEC:	National Electoral Commission
NIDA:	National identification Agency
NSAs:	Non-State Actors
OCA:	Organizational Capacity Assessment
PANEL:	Participation, Accountability, Non-discrimination and Equality, Empowerment and Legality

PESTEL:	Political, Economic, Social, Technological, Environmental & Legal
RBM:	Results-Based Management
SP:	Strategic Plan
SR:	Strategic Review
SWOT:	Strengths, Weaknesses, Opportunities and Threats
ToC:	Theory of Change
ToR:	Terms of Reference
UNDP:	United Nations Development Programme
VUP:	Vision Umurenge Program

EXECUTIVE SUMMARY

The National Electoral Commission of Rwanda (NEC) was created in 2000 and institutionalized by the Constitution of 4th June 2003 revised in 2015 in its article 139. According to the Law N° 31/2005 of 24/12/2005 relating to its organization and functioning, NEC is an independent organization responsible for preparing and organizing: Local, Parliamentary and Presidential elections, referendum and other elections the law may determine. The Commission also ensures that the elections are conducted in a free, fair and transparent manner.

This Strategic Plan (2022 – 2027) is the fourth edition in the history of NEC. The first strategic plan was prepared and published for the period 2007 – 2011, second edition for the period 2012-2017 and the third edition for the period 2017 -2022. The NEC's Strategic Plan 2022 – 2027 is developed in the context of the Rwanda Vision 2030 and anchored on the tenets of the National Strategy for Transformation (NST1) which provides a political and economic framework that empowers Rwandans to deliver services and economic opportunities in a secure environment. Rwanda's development trajectory is defined by the NST1 which is also the Seven Year Government Programme (7YGP) that aims to steer the crossover from Vision 2020 towards Vision 2050. The NST1 commits to lay the foundation for decades of sustained growth and transformation that will accelerate the move towards achieving high standards of living for all Rwandans. Rwanda is a signatory to the African Charter on Democracy, Elections and Governance (ACDEG), adopted on 30 January 2007. ACDEG is the African Union's main normative instrument applied as the yardstick upon which Member States' democratic governance progress is measured. Rwanda's governance is also anchored on the AU Agenda 2063 which identifies key Flagship Programmes to boost Africa's economic growth and development and lead to the rapid transformation of the continent.

This Strategic Plan (SP) provides a road map for strengthening the Commission's structural and operational capacities in all her functions. The SP also spells out the set strategic pillars and objectives to be realized over the next five fiscal years (from July 2022 to June 2027).

The NEC's new **Strategic Plan from July 2022- June 2027** will cover an important electoral cycle that includes the following elections:

- 1) Mediators (Abunzi) elections in August 2022;
- 2) Legislative elections in September 2023;
- 3) Presidential elections in August 2024;
- 4) Senatorial elections in September 2024;
- 5) Election of Kigali City Council and Executive Committee in September 2024;
- 6) Local Elections in September 2026; and
- 7) Mediators (Abunzi) elections in May 2027.

The implementation of the NEC's Strategic Plan (2022-2027) will focus on the activities articulated in the Logical Framework Matrix **in section 6.3**. The activities will be

implemented within a 5-year timeframe starting 2022 to 2027. The activities that seek to strengthen the structures, systems and capacities of the Commission have also been programmed as priority. Therefore, the Logical Framework Matrix (*see section 6.3*) will serve as the Commission's roadmap over the Strategic plan's implementation period. The Monitoring Plan (*see chapter VII*) provides a set of indicators deliberately selected to track performance. Monitoring reports will be prepared and presented at predetermined intervals based on information collected around the indicators. The Monitoring Plan has been designed in such a way that monitoring does not become a burden and the main preoccupation of the NEC staff.

From the review of the NEC SP 2017-2022, the following key recommendations were identified:

- 1) Advocate and continue to negotiate with relevant Authorities to resolve issues related to limited resources (budget, staff, dedicated transportation, volunteer incentives e.t.c);
- 2) Standard Operating Procedures (SOPs) should be developed to include service charter and timelines for filling vacant elective positions;
- 3) Continuously review existing law governing NEC and see required amendments in order to keep them up to date;
- 4) Regularly undertake scheduled research to assess the satisfaction with election management and administration levels, both internally and externally;
- 5) Strengthen electoral Civic Education program on elections with more innovative approaches like enhanced use of both mainstream and social media;
- 6) Improve on contact moments by holding frequent meetings, either virtual or physical, with various stakeholders before, during and after the elections preparation to improve partnership;
- 7) Develop an effective Management Information System (MIS) of elected officials at the local level, election volunteers and voter registers and enhance management of big data in collaboration with the National Identification Authority (NIDA);
- 8) To improve information and communication sharing between NEC managers and staff to foster a culture of timely information and communication;
- 9) Capacity building for NEC Staff on electoral civic education, electoral management, various other trainings, and especially in the field of use of ICT;
- 10) Enhance Monitoring and Evaluation framework/system with SMART Indicators and well-defined results levels for adoption into Results Based M&E;
- 11) There shall be need to review the current NEC organizational structure to reflect the emerging needs of the Commission.

Chapter I: INTRODUCTION

1.1 Overview of the NEC Strategic Plan

The NEC's Strategic Plan 2022 – 2027 is developed in the context of the Rwanda Vision 2030 and anchored on the tenets of the National Strategy for Transformation (NST1) which provides a political and economic framework that empowers Rwandans to deliver services and economic opportunities in a secure environment.

This Strategic Plan (SP) provides a road map for strengthening the Commission's structural and operational capacities in all her functions. The SP also spells out the set strategic pillars and objectives to be realized over the next five fiscal years (from July 2022 to June 2027).

1.2 An overview of the Evaluation results of the 2017-2022 NEC Strategic Plan

In terms of the content and focus of NECs' work, the 2017-2022 Strategic Plan shares much in common with the previous strategy 2012-2017 in the strategic priorities. However, in each of NEC's five set Objectives, the 2017 – 2022 Strategic Plan clearly articulates a compelling end objective, whereas the previous strategy's three priority areas focused primarily on articulating what NEC would do and how it would do it. Within each goal area, the Strategic Plan outlines a number of impressive changes that NEC expected to accomplish by 2022. Taken together, the two strategies (2012 – 2017 and 2017 – 2022) acted as a formidable rallying call to efficient electoral and democratic processes. The NEC Council of commissioners is responsible for setting strategy at NEC and oversaw the development of the 2017-2022 Strategic Plan, and subsequently the 2022 – 2027 one.

NEC trained different stakeholders on the electioneering process especially on their roles in democracy and election management. The stakeholders mainly included volunteers; members of farmer cooperatives, motor cycle riders, bicycle riders; election coordinators at sector and election sites, election observers; members of National Councils (women, youth and PwDs); Directors and teachers of secondary schools; Sector Council members, cell members, Umuganda meetings; Private sector, security organs, women journalists, JADF members, church leaders, opinion leaders, Vision Umurenge Program (VUP) workers, Savings group members, mediators, reserve forces, youth in secondary schools, women associations, students in higher learning institutions, youth survivors of Genocide, domestic workers, hotel workers and civil servants on electoral civic education program for the Citizens.

In the same strategy period, NEC also organized weekly public awareness sessions on elections, governance and democracy through National Radio Program called "*Inzira ya Demokarasi*" (The Path to Democracy) every Tuesday at 8:15PM.

NEC also used its tailor-made materials like banners, billboards, radio and TV broadcasts and announcements, website of NEC and press conferences for electoral civic education on elections, governance and democracy.

In the period of implementation of 2017-2022 strategy, NEC organized three main elections, with voter turnouts of up to 95% on average, within the strategic planning period. These were:

- The Presidential elections in 2017;
- The election for Members of Parliament (Lower Chamber) in 2018; and
- The Local leaders' elections in 2021.

During the implementation period of the strategic plan 2017-2022, NEC introduced digital technology innovations in election management systems through the following initiatives:

- Modernization of election management ICT equipment and software;
- Establishment of offsite disaster recovery for the security of election database
- Data entry using fibre optic network at district level;
- Automatic data synchronization with National identification Agency (NIDA) citizen registry;
- Electronic voter registration and updating;
- Mobile electoral transfer system;
- Electronic election results managements through creating profiles and data base of candidates.

In the last 5 years, NEC embarked on ensuring effective delivery of its mandate. Key areas include consistent electoral civic education; training of staff through internationally recognized EMBs (BRIDGE course) for 49 NEC staff; Building synergies and partnerships with national, regional and international stakeholders; membership in international electoral associations e.g. the AAEA.

NEC has also substantially and positively cut its budget for elections, key factor being use of volunteerism approach for electoral activities, ranging from preparation of polling stations and tallying of results, as well as elaborate conservation and good management of election materials, the majority of which are procured locally. This has enhanced patriotism and real ownership of electoral processes by the citizens. The review established that the staff of NEC are patriotic and hold high the electorate as the key stakeholders in electioneering and democratic processes. The enthusiasm expressed across the board by respondents during the field verification process confirms the results of the civic engagement processes. NEC places great emphasis on the teams with close contact with the electorate through electoral civic education coordination committees.

NEC's work is largely anchored on collaboration with national and international stakeholders, besides public and private institutions, civil society and media as well as voters. The climax of the collaborative approach were the planned conferences and meetings between authorities and/or staff of NEC with various stakeholders to exchange views on implementation of priority actions set out in her Strategic Plan (2017-2022).

1.3. Chronology of the National Electoral Commission

The Rwandan government established the National Electoral Commission (NEC) in order to fulfill the Constitutional mandate of allowing citizens to freely vote for their leaders. NEC is a national, independent and permanent Commission. It was formally established on November 28, 2000, by Law No. 39/2000, which outlined its structure and functions. It was founded under article 24 of the Arusha Peace Accord, which dealt with power sharing and was signed on 4 August 1993 between the Rwandan government and the Rwandese Patriotic Front. It was officially formed under Article 180 of the 2003 Constitution, and Article 139 of the 2015 revised Constitution. NEC attributions, organization and functioning are determined by Law No. 31/2005 of 24/12/2005 relating to the organization and functioning of the National Electoral Commission as modified and complemented to date.

1.4.Mandate of the National Electoral Commission

1.4.1. Legislative Mandate

The National Electoral Commission of Rwanda is mandated to prepare and run the following elections:

- Local Government elections;
- Referendum;
- Legislative elections (both chambers);
- Presidential elections; and
- Abunzi (Mediators) elections.

The National Electoral Commission is also mandated to:

- Create Provincial and District Commission branches;
- Prepare and conduct Civic and Voter Education Programs;
- Announce and publish election results;
- Ensure that elections are free and fair;
- Carry out any other electoral activities as provided by law.

1.4.2. Policy mandates

The NEC is mandated to support policy matters:

- The Electoral Commission undertakes its work within the Republic of Rwanda independently, partners and collaborates with other State bodies (e.g. traditional Committees – Gacaca, Abunzi), as well as civil society and community organizations to run their elections;

- Institutional policies and strategies related to good governance over the five-year planning period;

In line with policy initiatives undertaken in the previous Strategic Plan, the Electoral Commission will undertake the following tasks in this 2022 - 2027 Strategic Plan:

- (i) Enhance voter registration process through online registration and updating registration details;
- (ii) Streamline security of the registration and voting process through the biometric system, as well as online geo-coding and the mapping of voter addresses. This will also link voters at voting stations to the voters' roll to mitigate risk of multiple voting.
- (iii) Tap into emerging technological innovations and diversify E-services to political parties and organizations, candidates and voters, thereby streamlining and simplifying accessibility and interactions, including the provision of online candidate nominations and authentication, applications for special votes and exploring opportunities for E-voting, starting with Rwandan community living abroad (Diaspora);
- (iv) Whenever necessary, propose legislative amendments to the organic Electoral Law before the scheduled national and other elections to further enhance the integrity of the electoral process;
- (v) Conduct research into voter perceptions regarding various aspects of the electoral process to help identify areas for improvement with a view to developing mitigation strategies, including through education and communication campaigns;
- (vi) Expand the reach and effectiveness of communication and electoral civic education campaigns aimed at all stakeholders. This includes utilization of technology (especially social media and other online opportunities), partnerships, donor and sponsorship opportunities, where possible, to help mitigate the resource constraints facing the organization;
- (vii) Develop and implement online training programmes to enhance the accessibility, effectiveness and cost-efficiency of training election officials and other stakeholders in the electoral process (including party agents);
- (viii) Revamp and update its policy on election volunteers' management in preparation for the next electoral cycle covered under this Strategic Plan's life span;
- (ix) Enhance and strengthen Planning, Monitoring and Evaluation of this SP and Annual Action Plans (AAPs) for effective delivery on its mandate;
- (x) Continue strengthening its logistical, Human and Financial Management systems in line with existing national legal instruments and best practices.

Chapter II: METHODOLOGICAL APPROACHES

This strategic plan 2022-2027 was developed using mixed methods that include; basic planning, issue identification, SWOT analysis, PESTEL analysis, stakeholder analysis, goal-based planning and alignment to other democratic and Electoral Management Bodies and resources.

Basic planning method: The strategic planning facilitators used this methodology to capture the actual and perceived views of stakeholders with regards to the vision, mission statements and core values.

Issue identification: Based on the identified challenges in the democratic and electoral space, key issues of concern that require collective actions were identified by the respondents from the situational analysis to form strategic objective issues for the Commission.

SWOT analysis: A situational analysis of strengths, weakness, opportunities and threats was vital in identifying the status of NEC and specific areas that should be improved in relation to key issues identified. That means that the plan shall aim to build on existing strengths, eliminate weakness, take advantage of opportunities and manage threats in order to take a competitive position.

External environmental scanning: In addition to the SWOT analysis, the consultants also used the political, economic, social, technological, environmental and legal (PESTEL) model to assess the most impactful elements on NEC's strategy and work environment.

Stakeholder analysis: This process was used to identify critical partners and associates that NEC engages with on day-to-day actions. The partners' powers and interests in democratic and election processes was also critically analyzed to ascertain their mandate and level of influence to NEC's work.

Goal planning: Based on the key issues identified from the challenges experienced by NEC with the SWOT analysis, the goal-based planning method was used to turn key issues into strategic focus or prioritized objectives. These are key tasks that must be undertaken by NEC in order to implement the strategy.

Aligning business mission to resources: This involved aligning of NEC mission to strategic ideas in form of key performance indicators (*see monitoring plan chapter VII*), key actions of intervention (*see implementation plan*) and setting critical success factors (*see risk matrix Table 5*) and resource planning (*see financing plan/budget chapter VIII*).

Chapter III: SITUATIONAL ANALYSIS

3.1 . Introduction

This section focuses on understanding factors that influenced performance of the National Electoral Commission’s strategic plan 2017-2022. The assessment of NEC’s performance in the previous strategic plan informed the choice of strategies for this strategic plan 2022 - 2027 based on strengths, weaknesses, opportunities and threats (SWOT) and political, economic, social, technological, environmental and legal (PESTEL) aspects.

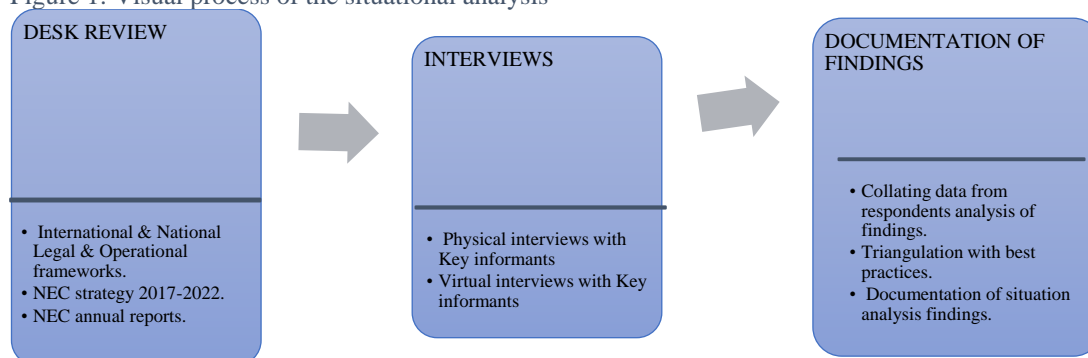
The situational analysis considered the review of legal instruments and laws that established and guides the operations of NEC. It also considered perspectives of political parties and organizations as key stakeholders in the electoral process. The processes of voter registration and voter education were also examined. The operational framework of the Commission in terms of logistics, administration, financing and communication were also reviewed.

The situational analysis provided a better understanding of the factors that affected the performance of NEC in the previous strategic plan 2017-2022. It also captured the scope of mitigating factors that shall help NEC do its business better in future based on insights of the issues identified in the SWOT and PESTEL analysis.

3.2 . Methodology used to undertake a situational analysis

This situational analysis was undertaken through a three-step process that involved desk review of pertinent legal documents and reports, interviewing key informants either through physical or virtual meetings, and documentation of findings. **Figure 1** presents a visual process that was followed to undertake the situation analysis for this strategic plan 2022-2027.

Figure 1: Visual process of the situational analysis



- i. *Desk Review:* Reviewed literature from the International Foundation for Electoral Systems (IFES), the International Institute for Democracy and Electoral Assistance (IDEA), the UNDP, the East African Community (EAC) and the African Union (AU). Furthermore, different legal instruments were reviewed including Law No. 39/2000 of November 28, 2000, article 24 of the Arusha Peace Accord, signed on 4 August 1993 between the Rwandan government and the Rwandese Patriotic Front,

the Constitution of Rwanda as revised to date. Law No. 31/2005 of 24/12/2005 relating to the organization and functioning of the National Electoral Commission; constitutional amendment under the 2015 referendum and Official Gazette n° 10 of 06/03/2017 publishing a new organization chart of NEC. The NEC Strategic Plan 2017-2022 and the fiscal year progress reports from 2017- 2022 were reviewed. A documentation of 20 years of promoting electoral democracy in Rwanda, 2020 was also reviewed. Strategic plans of EMBs of other countries like Ghana, Kenya, South Africa were also referred to when conducting this situation analysis.

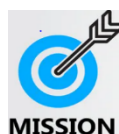
- ii. *Interviews*: Consultative interviews were used to seek opinions from key informants like volunteers, NEC officials and key partner institutions in the electoral management system.
- iii. *Documentation of situational findings*: This was done through collating of data from respondents and conducting analysis according to thematic issues and trends; Triangulating data to authenticate and draw conclusive inferences and; documentation of situation analysis findings based the SWOT and PESTEL framework model.

3.3 . Identity of the Commission



VISION

Being an Election Management Body (EMB) that continuously strengthens and sustain democracy through upholding an atmosphere of trust, increasing the level of national participation, and regular and credible elections in the country, within an electoral System that adapts to the changes of the society and meets voters' expectations and needs.



MISSION

Organizing and conducting free, fair and transparent elections while preparing and providing regular electoral civic education aimed at promoting democracy and good governance in Rwanda.



VALUES

In order to build an organization that continues to successfully achieve its mission and its vision, NEC is founded on strong values. Values and behaviors drive culture. Culture drives employee fulfillment. Employee fulfillment drives effective and efficient delivery of services.

In an effort to become a world class Election Management Body, NEC is driven by the following values:

- **Accountability**: ownership of work, responsibilities, and decisions in service of Rwandan people;
- **Excellence**: striving for the best, being better today than we were yesterday;

- **Inclusiveness:** ensure that voices of all Rwandan people are heard in electoral processes;
- **Integrity:** honesty and transparency in all dealings, upholding trust placed in NEC;
- **Impartiality:** being impartial in election management.

3.4 . Results of Analyzed NEC's Internal and External Environment Using PESTEL and SWOT Frameworks

The internal and external environment of NEC's performance in the previous strategic plan 2017-2022 was assessed using the SWOT and PESTEL analysis and results summarized in **Table 1.**

Table 1: PESTEL and SWOT Analysis of NEC

	INTERNAL		EXTERNAL		
	Strengths	Weakness	Opportunities	Threats	
PESTEL FACTORS	Political	Strong political will and good governance and strong democratic practices	Low number of conferences and webinars hosted by Commissioners and staff for candidates, political parties and organizations for outreach.	Special groups are given equal opportunity in leadership.	Weak Disaster preparedness mechanisms.
					Global emergence of reducing levels of voter turnout at elections.
					Global emergence of dwindling trust placed in electoral institutions.
	Economic	Institutionalizing use of volunteers for the bulk of NEC work	Reliance on the Treasury entirely to fund election processes.	Institutions willing to form Strategic partnerships for leveraging thematic actions by NEC.	Limited budget allocation to facilitate prioritized ICT processes
Social	Strong social cohesion built on patriotism and cultural heavy programs like Umuganda.	Minimal incentives for volunteers that doesn't motivate them.	Youth bulge and recognition in political space	Negative perception and lackluster participation in elections among the youth	
	Existence of Gender module with dissemination of outcomes	Gaps in disability mainstreaming in the electoral process (few sign language interpreters) and lack of understating of disability by election officials.		Migration of voters from one place to another due to economic pull and push factors like education and employment	
	Partnerships and collaboration built with stakeholders for instance NEC relationship with political parties & organizations & contestants			Limited understanding of leadership roles and responsibilities in the elective posts.	
Technical	Well-founded communication strategy within the NEC structures and stakeholders.	Slow pace in filling vacant positions in local structures	Emerging technologies in electoral management systems	Fast paced world of technology with constant changes and innovation which can be costly and difficult to deal with.	
	Enabling legislation is in place to provide for the expanded use of digital and electronic services and processes.	Insufficient staff/work force at decentralized levels.	Partnership approach with different thematic stakeholders like GMO, NCPD, media, security, NIDA		
	Possession of well-equipped IT Department	Inadequate capacity building for staff	The high demand for innovation and technology gurus		

	Legal	NEC is an independent EMB constituted under the law revised in 2015 in its article 139.	Inadequate implementation of Electoral laws/instructions and gaps in tools especially on gender affirmative action and PwDs.	Rwanda is a signatory to international convention on civil and political rights.	Inadequate legal framework for adoption of universal Risk-management standards such as those of the International Organization for Standardization (ISO) for ensuring the quality of the risk management process.
		Regular and timely up-dated legislative guidelines.	Provision of legal instruments are not included in key electoral activities like “Audit of Registers.”	Rwanda has signed all major UN and regional instruments that promote human rights, democracy and good governance. Rwanda already has an existing legal framework on cybercrimes.	
	Environmental	Peaceful co-existence among the citizens of Rwanda based on overall national Political, Socio-economic agenda.	Mindset on understanding of nature of disabilities and required support.	Access to knowledge portals like International Foundation for Electoral Systems (IFES) and International Institute for Democracy and Electoral Assistance (IDEA), UNDP.	
		Strong institutional memory backed by long serving staff members.	Lack of incentives for volunteer electoral personnel		

3.5 . Stakeholder Analysis



The stakeholder analysis was conducted to establish the role of the identified stakeholder in terms of interest and influence to the NEC actions. **Table 2** was used as a tool of analysis to map and review NEC key stakeholders with their respective accountabilities.

Table 2: Stakeholder Analysis Matrix

Stakeholder	Functions of Stakeholder	Expectations of stakeholder	Role of NEC in meeting stakeholders' expectations	Role of stakeholder in facilitating services
Voters	Active participation in all decisions affecting them at all democratic & electoral levels.	To realize their rights as per the legal provisions on issues affecting them as voters.	Facilitate and advocate for the citizens' rights especially on electoral processes.	Uphold their duties and responsibilities as outlined in the Vision 2050.
Development partners (Donors and Private sector).	Support to mobilize and supplement resources, Capacity building of staff and mobilization and empowerment of voters.	Proper strategic plan, fund request proposals, work plans and good governance structure. Observe accountable & transparent practices in resource use.	Follow terms of reference for specified programs, set up accountability structures for service delivery. Provide accredited election observers	Regular monitoring and evaluation, building capacities of NEC staff and releasing funds on regular basis or as committed.
Civil Society Organizations	Mobilization and sensitization of voters, deployment of observers to oversee the preparation and conduct of elections e.t.c	Access to information on governance, Sustainable Development Goals and efficient service delivery.	Adherence to set standards of service delivery and sensitize the public on NST1 & Vision 2050.	Provision of feedback and upholding Rwandan constitutional rights.
Elected leaders	Observe compliance with electoral laws and order	Sensitization on democratic and electoral issues.	Adherence to set standards of service delivery and sensitize the public on NST1 & Vision 2050	Facilitate alternative dispute resolutions & Sustainable development.
The Community Policing and National Police Service	Safeguard law and order with local community during elections.	Sensitization, cooperation and coordination from relevant stakeholders on security and peace.	Sensitization on radicalization and bill of rights and abuses in democratic & electoral processes.	Investigate and take appropriate action on the bill of rights violations in democratic & electoral processes.
Ministry of Education	Oversight role to different components on education and democratic & electoral needs.	Development of working together agreements on civic education processes.	Provision of platform for Civic education to potential voters and source of volunteers for electoral processes.	Uphold their duties and responsibilities as outlined in the education Act.
Ministry in charge of Local Government (MINALOC).	Oversight role on local governance	Sensitization and mobilization of voters/citizens	Mobilize local actors for civic education	Uphold their duties and responsibilities as outlined in the local government Act.
Ministry of Finance and Economic Planning	Budget approval and allocation	Overseeing public budgeting processes	Allocate financial resources for electoral processes	Uphold their duties and responsibilities as outlined in the Finance Act.
Political Parties & Organizations	Candidatures and sensitization of voters	Sensitization and mobilization of voters	Provide observers at elections	Uphold their duties and responsibilities as outlined in the political parties Laws
Media (Public and Private)	Collect and Disseminate information responsibly	Support civic education through broadcasts and creation of space for media.	Provide observers at elections	Uphold their duties and responsibilities as outlined in the information & communications Act.
MIFOTRA	Capacity building for human resources and	Provide guidelines on human resource at NEC	Frequent consultations; strictly observe timelines	Uphold their duties and responsibilities as outlined

Stakeholder	Functions of Stakeholder	Expectations of stakeholder	Role of NEC in meeting stakeholders' expectations	Role of stakeholder in facilitating services
	organizational development		and legal guidelines with the NEC.	in the Constitution of Rwanda.
United Nations Development Programme (UNDP)	Technical support	Provide support on governance and democratic processes	”	Carry out their duties as per the United Nations mandate.
Gender Monitoring Office (GMO)	Gender in election processes	Uphold MoU, attend convenings, cooperation and timely submission of relevant reports.	“	Coordinate & implement government policies and strategies as outlined in the Constitution of Rwanda.
NWC	Women in elections	“	“	“
NYC	Mobilize Youth in elections,	“	“	“
NCPD	Disability inclusion & mainstreaming in democratic & electioneering processes.	“	“	“
NEC secretariat and staff	Implementation of Election programmes, serve as NEC point persons as per department.	Plan and execute strategies for NEC nationally	Provision of relevant civic education on democratic and electioneering processes.	Uphold their duties and responsibilities as outlined in the Rwandan constitution under the bill of rights and NEC rules and regulations.
Election Volunteers	Implementation of Election programmes, serve as NEC point persons at the local levels	Rally and mobilize voters during elections/voting Participate at election centers	Share regular reports with the NEC	“

3.6 . Summary of NEC Achievements (2017-2022)

This section addresses the main achievements of the NEC Strategic Plan 2017 – 2022 based on the Criteria of Relevance, Effectiveness, Efficiency, Impact and Sustainability under the OECD/DAC standards.

3.6.1. Relevance

The NEC SP 2017 – 2022 was relevant to the stakeholders. The primary goal of the strategy was to invest additional efforts in developing and sustaining good governance and democratic system founded on the will and determination of Rwandans, as pursued under the national development agenda. In the entire country the NEC enhanced electoral and democratic activities through civic education to enhance democratic rights and aspirations of all citizens.

The SP 2017-2022 was also relevant to the country context since its activities supported of the Government of Rwanda in various initiatives to promote democratic values and economic growth. Over the last five years, the government reviewed various laws aimed at improving governance and democracy.

The SP 2017-2022 was specifically anchored on the National Strategy for Transformation (NST1) which commits to lay the foundation for decades of sustained growth and transformation that will accelerate the move towards achieving high standards of living for all Rwandans.

The electoral civic education in the communities led to increased presence and visibility of NEC across the country, improved working relationship of NEC with the electorate, increased registration of voters, awareness of democratic rights and informed choices in vote casting.

3.6.2. Effectiveness

The NEC SP 2017-2022 milestones were effective in realizing their set objectives or goals and its actions managed to achieve the key outcomes as anticipated in the project design. These were:

- Preparing an all-in-one updated organic electoral law and all-in-one updated NEC draft law in collaboration with other relevant government institutions.
- Passing through competent authorities to update the organic electoral law and update NEC draft law together with their subsidiary implementing Orders/ Instructions
- Producing and issuing instructions on Presidential Elections 2017 as available and their wide dissemination.

Through the adoption of NEC's volunteerism model in most of its activities, community ownership and cost cutting mechanisms were enabled which also continues to strengthen NEC. The inadequacy of the baseline values that would have been used to bench mark progress, the reported improvements in the NEC activities may require further assessment.

The over 70,000 strong volunteers have continued to play a significant role in elections through provision of civic education on election procedures, handling of disputes and working with communities and other related aspects of electioneering.

3.6.3. Efficiency

Efficiency of the strategy refers to the extent to which the objectives were achieved, taking into account their relative importance, using available human and financial resources. The efficiency was attributed to well-coordinated activities and partnership with various entities both private and public. Overall, most of the indicators were achieved.

Furthermore, the NEC resources were efficiently utilized to realize set objectives. The resources were mobilized and availed on time as planned, despite a few notable delays. The efficiency was also attributed to innovative engagement and use of volunteers, community engagement and effective use of digital tools. In addition, the SP 2017-2022 utilized the digital platforms for voter registration.

3.6.4. Impact

Beyond registration of voters and updating of registers, the individual members were helped on various aspects like sensitization on the need to participate in elections, understand democratic rights, wise choice of leaders and registration as a voter because it is widely considered as a right of all citizens to social inclusion, better quality of life and a tool for

strengthening the economic capacities and capabilities of the population, participation in governance processes.

3.6.5. Sustainability

Sustainability is a key pillar of success and all plans ought to embed with sustainability measures in their designs and implementation arrangements. Effective stakeholder engagement and participation, degree of community ownership, stakeholder willingness and ability to provide resources for continuity as well as enhanced stakeholder capacity to management of resources beyond the external funding period are the key tenets of sustainability.

The consultants found that NEC ambitions had strongly entrenched sustainability in both the design and implementation through a systems approach right from the top (National level) to the local community (village level). For instance, engagement with the district and sector authorities and NEC presence through the appointed volunteers and electoral civic education coordination committees, facilitated an enabling environment for the implementation of the NEC's plans. At community level, sustainability was addressed by involving both males and females in various activities as well as well-trained youth .

3.7. Challenges identified in the process of implementing the Strategic Plan 2017-2022

A few challenges identified in implementation of the Strategic Plan 2017-2022 included inadequate resources and emerging global risks like COVID-19 pandemic which was beyond NEC's capacity to mitigate. The examination of each challenge is outlined as follows:

3.7.1. Capacity Resource Inadequacy at the beginning

In terms of staffing, there have been a lot of reforms and recruitments since 2006, but generally NEC staff/work force is still not sufficient. This gap is mainly experienced at decentralized levels.

3.7.2. Special Needs Groups

Effective participation of persons with disabilities in electoral process has sometimes posed a challenge. Though the National Electoral Commission has gradually put in place mechanisms to overcome them, the blind and the deaf still face challenges in individually casting their votes and benefiting from Electoral civic education programs.

3.7.3. Covid-19 pandemic

The biggest challenge that affected the implementation of the SP 2017-2022 was the outbreak of COVID-19 pandemic that could not allow regular community and electoral civic education engagements as well as close monitoring of the SP 2017-2022 activity implementation at devolved units by the NEC staff. The SP 2017-2022 implementation plan was adapted several times but affected by different waves of the COVID-19 pandemic between 2020 to 2022. This had an impact on the level of achievements that the SP 2017-2022 is demonstrating

against the expected results. For example, the elections at local authorities were postponed for close to a year but this extended period was again affected by lockdowns in June and July 2021.

3.7.4. Notable drop-out rate of volunteers

After establishing the network of election volunteers across the country to cover all villages of the country, reaching up to over 70,000, a notable drop-out of less than 3%¹ was observed among them. Some key informants interviewed and reports indicated that the main reasons for these dropouts were: 1) lack of motivation for those who joined expecting a lot of packages; 2) search for other paying employment opportunities; 3) changing the location due to social reasons such as going to school or renting a residential house in a different place; 4) low motivation for some new agents who expected to be paid; among other reasons.

3.7.5. Budgeting and Financing of activities

The budget estimates prepared by the NEC were always revised downwards by the National Treasury, causing challenges in implementation of the SP 2017 - 2022. This caused constraints though NEC substantially cut its budget for elections, key factor being use of volunteerism approach for electoral activities, ranging from preparation of polling stations and tallying of results.

3.8. Lessons learnt

The lessons learnt in NEC SP 2017-2022 implementation include but not limited to the following:

- ❖ **Contact moments:** regular and timely interaction between NEC staff and partners is critical for the successful implementation of SPs. Particularly, engaging partners right from inception and the planning stages was critical for the success of NEC's implementation of the SP.
- ❖ The SP was designed to involve communities/households as drivers of change rather than recipients of change to enhance sustainability as result of positively affecting democratic drive, which is the engine behind growth of NEC and meeting its Constitutional mandate.
- ❖ NEC's ambition to be financed solely from the National Treasury and withdrawing from donor support was ambitious. Use of local resources remains not adequately tapped and can be utilized successfully as evidenced in the NEC SP implementation.

¹ NEC Annual reports

Chapter IV: THE STRATEGIC DIRECTION OF THE COMMISSION

4.1. Introduction

This section defines key results, strategic objectives, critical business issues, tactical initiatives and strategic drivers in the NEC’s strategic plan 2022 - 2027.

4.2.Strategic Results of the NEC

This strategic plan 2022-2027 aims to achieve the following three key strategic results:

- a) Ensure voters, political parties and organizations and other key stakeholders’ satisfaction and participation in democracy and electoral processes.
- b) Strengthen institutional capacity development.
- c) Facilitate NEC learning and knowledge management.

4.3. Key Pillars of the NEC Strategy

The key pillars identified for the SP 2022 – 2027 reciprocating to the Key Result Areas (KRAs). The Key pillars are listed as follows:

- a) Improvement of election management processes and procedures;
- b) Integration of Information, Communication Technology in election management;
- c) Civic education to support election process;
- d) Organizational Capacity Development; and
- e) Networking and collaboration

4.4. Strategic Objectives and strategies

NEC represents the interests of over 12 million citizens of Rwanda with the mandate of upholding democratic rights and governance in electoral processes with the following five (5) key result areas (derived from the 5 Key pillars) as presented in the strategic model, **Table 3**;

Table 3: Strategic Model of NEC

Key Result Area	Focus Area	Strategic Objectives	Strategies
1. Enhancing efficiency and effectiveness in election management processes	Election management	1. To enhance systems and processes in election management	1. Surveys & dissemination
	Voter Registration	1. To Register new voters in majority age 2. To Register Diaspora Rwandans	1. Review of procedure manual 2. Continuous registration of voters 3. Registration of Diaspora residents 4. Interagency

			collaboration
	Verification of voter registers	1. To update and maintain voter biodata	1. Update voter registers with changed particulars 2. Prepare voter data base 3. Periodic prompts or spot reviews/ audit of voter registers
2. Integration of Information Communication Technology in Election Management	Adoption of Technology	1. To enhance decision making in sustainable election processes 2. To institutionalize laws and regulations on use of ICT in elections	1. Innovation 2. Partnerships & collaboration
3. Enhancing information sharing and engaging citizens and stakeholders in electoral democracy	Civic Education	1. To enhance information sharing 2. To enhance citizen and stakeholder engagement on election processes 3. To continuously engage with public, electoral players and partners in strategic democratic and electoral management processes. 4. To adopt and use innovative approaches in the democratic and electoral processes. (Improve current Civic Education – e.g. ICT training for voters, research to educate or inform voters) 5. To innovate ways to train the PwDs using adaptive methods like social media.	1. Thematic Research 2. Policy dialogues 3. Action research 4. Outsourcing of research services 5. Public outreach (KAP) 6. Public campaigns and rallies 7. Media publications 8. Advocacy and networking 9. Strengthen partnerships and collaboration 10. ICT training 11. Upgrade of training manuals to for instance use of images in civic education 12. Adoption of modern social media use for communication (external & internal) in line with global trends

		6. To strengthen NEC communication both internal and external	
4. Strengthening the Commission	Organizational Development	<ol style="list-style-type: none"> 1. To enhance oversight and accountability, implementation and decision making 2. To enhance capacity of the commission in general programs and institutional management 3. To enhance institutional capacity through support to develop effective laws, structures, processes and appropriate capabilities in relation to the institutional mandate. 	<ol style="list-style-type: none"> 1. Organizational Capacity Assessments (OCA) 2. Capacity building 3. Training 4. Review of Framework arrangements for organizational governance and corporate identity
5. Strengthening Strategic Partnerships and networks	Partnership and networking	<ol style="list-style-type: none"> 1. To strengthen Strategic Partnerships and networks with National and International Institutions 2. To commission thematic research, test, adopt and document best practices and lessons learnt from innovative democratic and electoral processes. 	<ol style="list-style-type: none"> 1. Resource Mobilization Strategy 2. Strategic partnerships 3. Enhanced resource mobilization 4. Outsourcing for thematic research

4.5. Tactical initiatives

NEC will adopt tactical initiatives summarized in **Table 4** as key pillars to achieve its goal in the implementation of this SP 2022 – 2027.

Table 4: Tactical initiatives

No.	Key Pillar	Outcome	Outcome indicator	Baseline	Five-year target
1.	Improvement of Election Management processes and procedures	Enhanced efficiency and effectiveness in electoral processes	Number of planned successful elections conducted Time taken to conduct voting processes, procedures (Compliance to election management)	More than 4 Elections conducted at various levels in the last 5 years	Five planned elections (Legislative, Presidential, senatorial, local and mediators' elections) as per Electoral calendar
2.	Integration of Information Communication Technology in Election Management	Enhanced Decision Making in sustainable election processes	Number of citizens' concerns addressed by ICT solutions.	ICT in electronic voter registration and updating.	<ul style="list-style-type: none"> •Periodic registration •Continuous registration •Voter registration based on national identification Agency (NIDA) database •Voting electronically. •Installation of ICT related voting mechanism to assist PwDs in the voting process
			Increase in No. of voters as a result of ICT in election management processes.	ICT in election transfer system.	
			Number of ICT provisions put in place to accommodate candidates and voters with disabilities in the election processes.	Finger prints biometric voter registry system	
3.	Civic Education to support Election process	Informed and engaged citizens and stakeholders in electoral democracy	Number of voters who participate in each election process (age, gender, physical status).	Voter turnout: Spoilt ballots	Media programs Develop IEC materials Public awareness campaigns
4.	Organizational Capacity Development	Strengthened institutional effectiveness	Increased financial resource base. Increased financial resource utilization.	Unqualified financial and performance audits	<ul style="list-style-type: none"> •Strengthened RM through internal and external sources

No.	Key Pillar	Outcome	Outcome indicator	Baseline	Five-year target
			Improved staff skills and knowledge on electoral management processes.		<ul style="list-style-type: none"> •Mid-term review of institutional policies and procedures on HR, finance and operations. •Full compliance with regulations. •Streamlining management of election volunteers (motivation, discipline, KPIs)
			Reviewed internal institutional policies and procedures manuals (HR, Finance, Operations)		
			Customer satisfaction & Employee Productivity Rate		
5.	Networking and collaboration	Strategic Partnerships and networks with National and International Institutions strengthened	<p>Increase in social capital and synergies</p> <hr/> <p>Enhanced interventions based on evidence research on election management processes</p>	15 partners with signed MOU's	<ul style="list-style-type: none"> •Commission customer satisfaction survey. •Commission action/evidence research on key thematic areas in the election management processes. •Initiate policy dialogues on electoral management processes. •Organize National, International and regional workshops to discuss election

4.1. Critical strategic drivers

The delivery of this strategy shall depend on the following critical success factors:

- Strategic leadership to drive change and innovation.
- Maximum participation of NEC secretariat staff.
- Commitment to quality management practice.
- Adequate financial and human resources to deliver the strategic initiatives.
- Effective engagement and collaboration with voters, staff and other stakeholders.
- Effective engagement and collaboration with National and International Stakeholders
- Effective and open communication.
- Effective Research and development for evidence-based planning and implementation of processes.
- Commitment to organization culture.

Chapter V: STRATEGY IMPLEMENTATION FRAMEWORK

5.1.Introduction

The implementation of this Strategic Plan 2022-2027 requires full involvement, commitment, participation and leadership from the NEC Commissioners, Secretariat, staff and all stakeholders. The plan shall focus on achievement of the stated objectives through the development of annual work plans as well as addressing challenges and concerns that relate to the strategy implementation process. On the other hand, the Commission will be required to continuously address structural issues, capacity building gaps and enhance strategies for resource mobilization to support effective implementation of the plan. Professionalism, innovation and team spirit will be central in the achievement of this plan.

5.2.Implementation matrix

The five-year implementation strategy for this plan is detailed in key activities outlined in **Table 6**, and the logical framework matrix (*see section 6.3*). It focuses on activities derived from the strategic issues, and their respective strategic objectives. The proposed budget lines are also detailed in the Matrix (*see Chapter VIII*) with accompanying performance measurement indicators on implementation of the plan. The SP will revolve around the Rwanda Government financial year system. The Commission shall undertake interval review of the implementation of this plan to ensure corrective measures are incorporated in the overall implementation (*see the framework for monitoring in chapter VII*).

5.3.Responsibility and accountability for implementing the plan

The ultimate responsibility and accountability for ensuring that the objectives set out in this plan are achieved lie with the Commission's management. The Commission shall be responsible for ensuring day to day operations including assigning resources, activities and duties through the development and implementation of annual work plans for the implementation of this Plan. The Commission's management will also ensure that principles of good governance are upheld including adherence to corporate values by all staff.

5.4.Initiatives to implement the plan

Table 6 presents the activities necessary to implement the Plan. Activities are also included in the logical framework matrix (*see section 6.3*) with performance indicators and targets for each initiative. A tentative budget for the five years of the plan and those responsible for implementing the activity is also provided (*see Chapter VIII*).

5.5.The Management Structure of the Commission

The current National Electoral Commission structure is composed of three administrative organs (*see Figure 2*): The College of Commissioners, the Bureau of the Commission and the

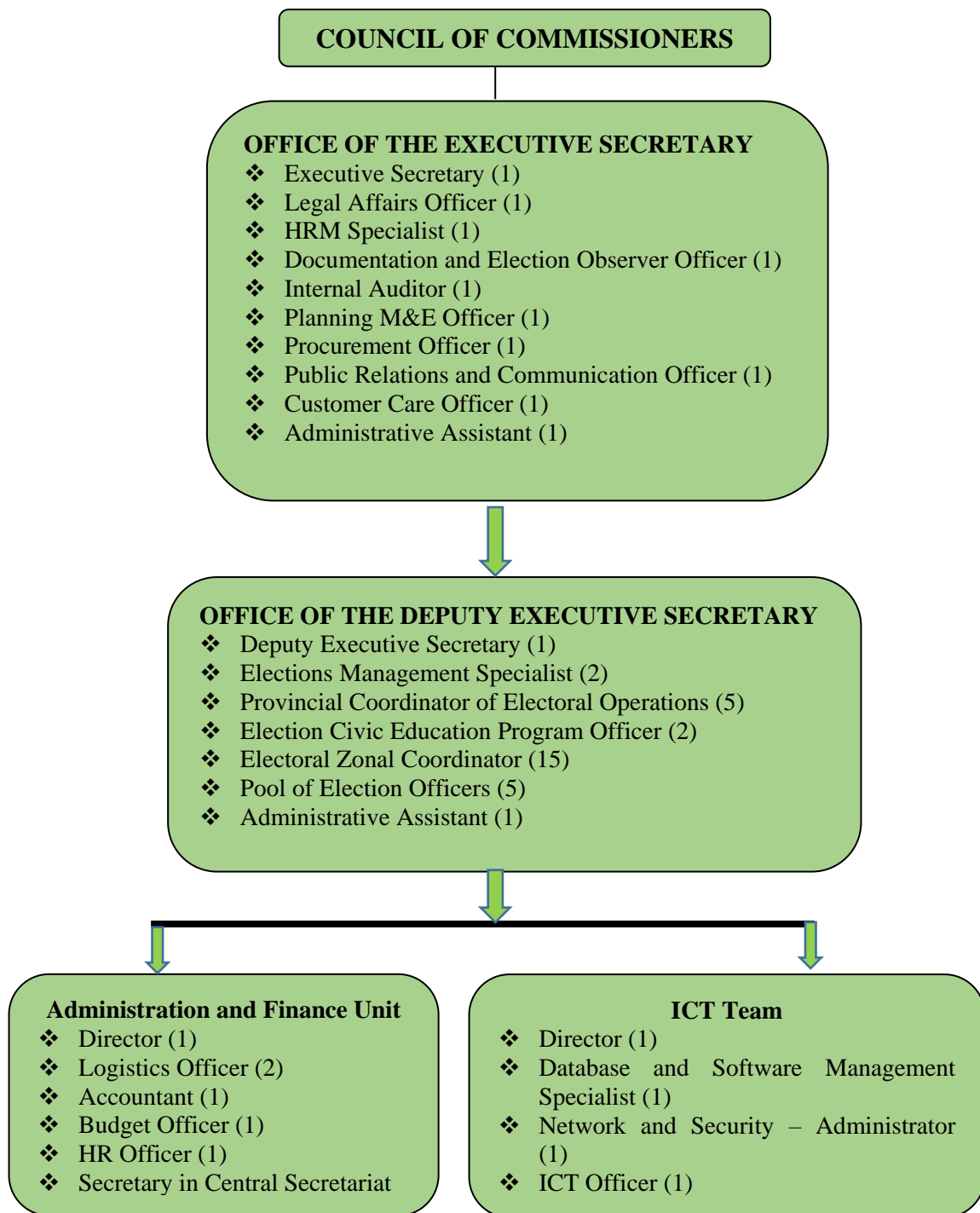
Executive Secretariat. The College of Commissioners is the supreme organ, comprising seven non-full time Commissioners and is generally responsible for determining the electoral policy, rules and regulations as well as providing strategic guidance on the management and functioning of the Commission. At least two of the seven members must be lawyers and at least 30 percent of the Commission must be women. The Commission serves a five-year mandate, which is renewable once.

The Bureau of the Commission is made of the Chairperson, Vice-Chairperson and Executive Secretary of the Commission and is charged with handling urgent matters, which are further reviewed by the Council of Commissioners.

The Executive Secretariat is headed by the Executive Secretary and comprises of all NEC staff and has a major responsibility of ensuring day-to-day management of the Commission's business. The Executive Secretariat is comprised of two (2) departments namely; Administration and Finance, and Information Communication and Technology. Election operation activities are under the office of the Deputy Executive Secretary.

The electoral framework is decentralized for purposes of organizing elections; NEC has established a branch for each of the four provinces and Kigali City, each of which has a coordinator. NEC has also established branches at zonal level covering all the thirty (30) Districts with an officer responsible for coordinating 2 neighboring districts. To support this relatively thin structure since 2003, NEC has maintained a dedicated team of election volunteers that has grown to over 75,000. The current structure therefore calls for review in this 5-year strategy period.

Figure 2: Structure of the NEC



5.1. Risk management

From a risk management perspective, the responsibility for management will lie with the Commission’s Secretariat. They will identify critical risks that may hinder the implementation of this strategic plan 2022-2027 and devise strategies of managing such obstacles. The risk assessment and mitigation will be undertaken by NEC on quarterly basis to minimize their impact on the Commission’s initiatives. The **Table 5** presents the risks identified during the formulation of this Plan, their perceived level of criticality and the measures formulated to minimize the risks. The greatest focus is on the risks identified as having a high level of criticality.

Table 5: Risk management matrix

Risks	Risk level	Risk mitigation measures
Gaps in institutional framework especially on the Organizational Organogram	H	<ul style="list-style-type: none"> • Institutional review and development in line with the requirements of this Strategic Plan.
High expectation from voters and other election stakeholders to solve all electoral related issues	M	<ul style="list-style-type: none"> • Continuous communication and information dissemination. • Research on the perceptions of voters on electoral processes.
Ad-hoc adoption of Risk-management standards such as those of the International Organization for Standardization (ISO)	H	<ul style="list-style-type: none"> • Advocate for the enhancement of electoral and governance policies.
Inadequate resource envelopes (Human, Finance and Technology).	H	<ul style="list-style-type: none"> • Enhance resource mobilization framework (RM strategy with diversified sources) lobbying with Government.
Cyber attacks	H	<ul style="list-style-type: none"> • Enhance cyber security management by regular upgrade of network and systems.
Key (H – High, M – Medium and L – Low)		

Chapter VI: MONITORING AND EVALUATION

This section discusses the tactics that NEC shall use in monitoring and evaluation of the strategic plan 2022- 2027. This will be conducted in order to inform the secretariat and commissioners in decision making processes.

6.1. Monitoring and Evaluation

The NEC will use monitoring as an important management tool among others in decision making with the aim of improving performance. The system will also determine if each program is on course or likely to achieve the intended objectives. The monitoring process will ensure that there is accountability on use of resources and delivery of services. NEC will also put in place monitoring and evaluation plans to serve the following purposes:

- To detect and correct emerging issues that may arise during implementation of the strategic plan;
- To evaluate planned outputs in logical framework;
- To evaluate the overall impact of programs implemented;
- To assess the practicality of the plan;
- To use as tool to help with periodic financial and human Resource Mobilization.

6.1.1. Monitoring Methodologies

To monitor the progress of the strategic plan 2022-2027 implementation, NEC will put in place a routine mechanism for data collection and analysis. The results from routine data collection and analysis will be used in decision making at all levels. The objectives of the plan will be strengthened through corrective measures when and if necessary. This will be accomplished by:

- a) Developing monitoring and evaluation indicators at all levels of implementation;
- b) Carrying out continuous data collection, analysis and quarterly reporting to the management team;
- c) Carrying out random inspection and making objective observations;
- d) Conducting designed surveys and planned assessments (annual, mid-term and end-term) to assess progress.

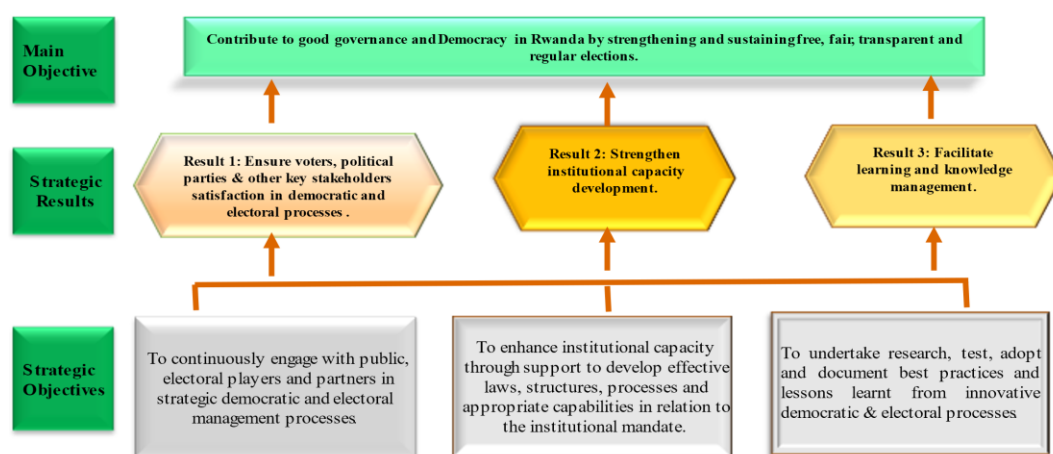
6.1.2. Evaluation Mechanism

This NEC strategic plan 2022-2027 will be evaluated using both operational and performance indicators before, during and after implementation to ensure that it yields the intended results. The plan will be inherently subjected to independent evaluation to remove any elements of bias. The evaluation will be carried out using relevance, efficiency, effectiveness, sustainability and impact measures. A logical framework is designed for each strategic objective, specific activities, means of verification, time frame and resource requirements to help track and monitor progress in the implementation of the plan. External evaluators shall be guided by this framework on baseline, mid-term and end line evaluations of strategic plan (2022-2027).

Periodic general meeting to deliberate on the Mid-term and Endline Evaluation reports of the strategic plan 2022-2027 will be held. The meetings will engage all the stakeholders involved in drafting the SP 2022-2027, community opinion leaders, team of independent evaluators and NEC Commissioners’ College and staff. This meeting will review and appraise what has been achieved at the end of each financial year.

6.1.3. The Monitoring and Evaluation Framework

This monitoring and evaluation (M & E) framework has one main objective, three result areas, three strategic objectives and twenty-seven strategic interventions. A detailed logical framework model with activity/targets/ timeline/ MOV is presented in detail in 6.3.



6.2. Key Activities in the SP 2022 – 2027

The

Table 6 presents summary of the activities set aside in the implementation of the NEC Strategic Plan 2022-2027

Table 6: Key Activities

S/No.	Strategic/Key Pillars	Key activities
Result Area 1: Enhanced efficiency in election management processes		
1.1. Improvement of election management processes and procedures		1.1.1. Prepare and conduct Abunzi committees' elections in 2022 1.1.2. Prepare and conduct 2023 Legislative/Parliamentary elections 1.1.3. Prepare and conduct 2024 presidential elections 1.1.4. Prepare and conduct 2024 Senatorial elections 1.1.5. Prepare 2026 local elections (village to District levels & City of Kigali) 1.1.6. Update of legal frameworks on electoral processes 1.1.7. Upgrade ICT tools and systems 1.1.8. Review of procedure manual for voter registration 1.1.9. Continuous registration of voters 1.1.10. Registration of Diaspora residents 1.1.11. Review voter registration procedure manual 1.1.12. Sign working together agreements with GOR departments and agencies e.g NIDA 1.1.13. Conduct targeted voter registration for special groups (PwDs, youth, women) 1.1.14. Review laws and procedures for filling vacant political positions. 1.1.15. Prepare and conduct regular by-elections
1.2. Strengthen standard operating procedures in electoral processes		1.2.1. Review and upgrade election operation procedures and manuals.
Result Area 2: Integration of Information Communication Technology in Election Management		
2.1. Enhancement of ICT application in Election Management		2.1.1. ICT Equipment 2.1.2. ICT Software 2.1.3. Prep and update of voters register 2.1.4. ICT Support in election operations 2.1.5. Enhance the capacity of staff on use of ICT skills. 2.1.6. Integrate ICT in electoral processes (biometric data)

	<p>2.1.7. Upgrade database MIS for staff, voters, elected leaders and volunteers.</p> <p>2.1.8. Enhance ICT infrastructure and systems.</p> <p>2.1.9. Upgrade the digital internal operations and procedures.</p>
Result Are 3: Enhanced information sharing and engaging citizens and stakeholders in electoral democracy	
3.1. Civic Education to Support Election Process	<p>3.1.1. Prepare Annual Civic Education plans</p> <p>3.1.2. Prepare training manuals on civic education</p> <p>3.1.3. Public awareness on elections</p> <p>3.1.4. Prepare training sessions on elections for all stakeholders including special categories</p> <p>3.1.5. Commission research and development of national issues related to democratic and electoral processes</p> <p>3.1.6. Document and share best practices and lessons learnt from national democratic and electoral processes.</p>
3.2. Conduct public outreach programs (Creating awareness on Knowledge, attitude and practices).	<p>3.2.1. Review and upgrade civic education trainings manuals.</p> <p>3.2.2. Undertake awareness for stakeholders on democratic and electoral processes through IEC materials.</p> <p>3.2.3. Sensitize stakeholders to engage in public participation processes.</p> <p>3.2.4. Sensitize voters on voting rights.</p>
Result Area 4: Strengthen the Commission	
4.1. Strengthen corporate governance structures	<p>4.1.1. Enhance the capacity of the NEC on corporate governance.</p> <p>4.1.2. Enhance resource mobilization frameworks.</p> <p>4.1.3. Strengthen corporate governance structures</p> <p>4.1.4. Strengthen standard operating procedures in electoral processes</p> <p>4.1.5. Review volunteering scheme and incentives</p>
4.2. Strengthen standard operating procedures in electoral processes	4.2.1. Review and upgrade election operation procedures and manuals.
4.3. Capacity building of duty bearers on roles and responsibilities.	<p>4.3.1. Develop online training materials for duty bearers</p> <p>4.3.2. Initiate a capacity development unit in NEC for electoral management staff with appropriate programs.</p>
Result Area 5: Strengthened Strategic Partnerships and networks	
5.1. Strengthen partnerships and collaboration	5.1.1. Strengthen partnerships at national, regional and international level.

	<i>5.1.2. Strengthen partnerships mechanisms and stakeholder engagement.</i>
<i>5.2. Advocacy and networking</i>	<i>5.2.1. Lobby with parliament on change of laws on use of ICT in electoral processes. 5.2.2. Advocate for appropriate local RM initiatives. 5.2.3. Strengthen strategic networks with other EMBs.</i>

6.3. The Logical Framework Matrix

Strategic Results

- i. SR 1: Ensure voters, political parties and other key stakeholders' satisfaction in democracy and electoral processes.
- ii. SR 2: Strengthen institutional capacity development.
- iii. SR 3: Facilitate learning and knowledge management.

STRATEGIC RESULT AREA: Ensure voters, political parties and other key stakeholders' satisfaction in democracy and electoral processes					
KEY PILLAR 1: Improvement of Election Management Processes and Procedures					
SPECIFIC OBJECTIVE I: To enhance systems and processes in election management					
STRATEGIES: (i) Surveys and dissemination of results (ii) Continuous Registration of diaspora voters (iii) Interagency collaboration (iv) Periodic audit of voter registers					
Outcome over 5 years: Enhanced efficiency in Electoral processes					
Outcome Indicator: Compliance to election management processes and procedures in terms of Knowledge, Attitudes and Practice (KAP)					
Means of Verification (MoV): Satisfaction survey reports					
Baseline: TBD through the scheduled elections in the 5-year period					
Planned budget (FRW): 14,475,329,354					
Responsible: College of Commissioners, Legal Advisory Services in collaboration with ES Office and Deputy ES Office					
PLANNED KEY ACTIVITIES					
	Expected Targets				
Activities	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
1. Update of legal frameworks on electoral processes					
2. Upgrade ICT tools and systems					
3. Review of procedure manual for voter registration					
4. Continuous registration of voters					
5. Registration of Diaspora residents					
6. Sign working together agreements with GOR departments and agencies e.g NIDA					
7. Conduct targeted voter registration for special groups (PwDs, youth, women)					
8. Prepare and conduct Abunzi committees' elections in 2022-2023					
9. Prepare and conduct 2023 Legislative/Parliamentary elections					
10. Prepare and conduct 2024 Presidential elections					
11. Prepare and conduct 2024 Senatorial elections					
12. Prepare City of Kigali Council and Executive Committee elections (2024)					
13. Prepare 2026/2027 local elections (village to District levels)					
14. Prepare and conduct by-elections regularly					

STRATEGIC RESULT AREA 1: Ensure voters, political parties and other key stakeholders' satisfaction in democracy and electoral processes					
KEY PILLAR 2: Integration of information Communication Technology in Election Management					
SPECIFIC OBJECTIVE 2: To integrate ICT in election management processes					
STRATEGIES: (i) Innovation (ii) Partnerships and collaboration					
Outcome over 5 years: Efficient democratic and electoral processes (Input, throughput and output)					
Outcome Indicator: Timeliness of voting process, savings on financial and human resources and Value for Money					
Means of Verification (MoV): Database, E-learning platform & materials in place, Policy on electoral technology use					
Baseline: ICT in electronic voter registration and updating, Finger prints & biometric voter registry system, electronic results transmission system, e-learning platform developed					
Planned budget (FRW): 708,114,701					
Responsible: College of Commissioners, Director of ICT in collaboration with ES Office and Deputy ES Office					
PLANNED KEY ACTIVITIES		Expected Targets			
Activities	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
1. Identification and procurement of ICT Equipment					
2. Procurement and installation of ICT Software					
3. Upgrade the digital internal operations and procedures.					
4. Preparation and updating of voters register					
5. Commissioning ICT Support in election operations					
6. Enhancing the capacity of staff on use of ICT skills.					
7. Integration of ICT in electoral processes (biometric data)					
8. Upgrade database MIS for staff, voters, elected leaders and volunteers.					
9. Enhance ICT infrastructure and systems.					

STRATEGIC RESULT AREA 1: Ensure voters, political parties and other key stakeholders’ satisfaction in democracy and electoral processes					
KEY PILLAR 3: Civic Education to support Election process					
SPECIFIC OBJECTIVE 3: To continuously engage with public electoral players and partners in strategic, democratic and electoral management processes					
STRATEGIES: (i) Policy dialogues (ii) Public campaigns and rallies (iii) IEC (iv) Advocacy and networking					
Outcome over 5 years: Informed and engaged citizens and stakeholders in electoral democracy					
Outcome Indicator: Knowledge, Attitude and Practice levels					
Means of Verification (MoV): Change stories, documentaries and interviews					
Baseline: Voter register and voter turnout analysis numbers					
Planned budget (FRW): 3,937,262,792					
Responsible: Office of Deputy ES/Civic Education Program Officers					
KEY ACTIVITIES		EXPECTED TARGETS			
Activities	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
1. Prepare Annual Civic Education plans					
2. Undertake Training Needs Assessment for Civic Education program					
3. Review and upgrade civic education trainings manuals.					
4. Undertake awareness for stakeholders on democratic and electoral processes through IEC materials.					
5. Sensitize voters on voting rights.					
6. Prepare and undertake training sessions on elections for all stakeholders including special categories					
7. Commission research and development of national issues related to democratic and electoral processes					
8. Sensitize stakeholders to engage in public participation processes.					
9. Document and share best practices and lessons learnt from national democratic and electoral processes.					

STRATEGIC RESULT AREA 2: Strengthen Institutional Capacity Development					
KEY PILLAR 4: Organizational Capacity Development					
SPECIFIC OBJECTIVE 4: To enhance capacity of the Commission in general programs and Institutional Management					
STRATEGIES: (i) Organizational Capacity Assessments (ii) Review of framework arrangements for governance and corporate identity					
Outcome over 5 years: Strengthened Institutional effectiveness					
Outcome Indicator: Increased financial resource base and utilization, improved HR skills and knowledge on electoral management processes					
Means of Verification (MoV): Training and capacity building reports, M&E reports and interviews					
Baseline: Unqualified financial and performance audits					
Planned budget (FRW): 6,221,496,555					
Responsible: Directorate of HR services and Office of the ES and Deputy ES					
PLANNED KEY ACTIVITIES					
	Expected Targets				
Activities	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
1. Enhance the institutional capacity of the NEC.					
2. Enhance resource mobilization frameworks.					
3. Strengthen corporate governance structures					
4. Strengthen standard operating procedures in NEC activities.					
5. Review volunteering scheme and incentives					
6. Review and upgrade NEC administrative procedures and manuals.					
7. Develop online training materials for duty bearers					
8. Initiate a capacity development unit in NEC for electoral management staff with appropriate programs.					

STRATEGIC RESULT AREA 3: Facilitate Learning and Knowledge Management					
KEY PILLAR 5: Networking and Collaboration					
SPECIFIC OBJECTIVE 4: To strengthen strategic partnerships and networks with National and International partners					
STRATEGIES: (i) Outsourcing for thematic research (ii) Developing strategic partnerships					
Outcome over 5 years: Strengthened strategic partnerships and networks with national and international institutions					
Outcome Indicator: Partnership Memorandum of Understanding/Agreements effected					
Means of Verification (MoV): M&E reports					
Baseline: Existing 10 MoUs signed with various partners					
Planned budget (FRW): 422,270,680					
Responsible: ES and DAF					
PLANNED KEY ACTIVITIES		Expected Targets			
Activities	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
1. Strengthen partnerships at national, regional and international level.					
2. Strengthen partnerships mechanisms and stakeholder engagement.					
3. Lobby with parliament on change of laws on use of ICT in electoral processes.					
4. Advocate for appropriate local RM initiatives.					
5. Strengthen strategic networks with other Election Management Bodies (EMBs).					
6. Host national workshops and webinars to discuss electoral processes					
7. Host International workshop and webinar to discuss electoral processes					
8. Host Regional workshop and webinar to discuss electoral processes					

SR 1	Expected Outcomes	Expected Output	Output indicator	MoV	Target for 5 Years	Yearly Targets					Responsibility
						Yr 1	Yr 2	Yr 3	Y 4	Y 5	
Indicators to monitor SR1	Informed and engaged citizens & stakeholders in electoral democracy	<ul style="list-style-type: none"> Up-to date electoral systems Updated voter register 	KAP in democratic & electoral processes	Satisfaction survey	5	1	1	1	1	1	NEC Executive Secretary
Strategic Initiatives											
SI 1: <i>Advocacy & networking</i>	Improved satisfaction levels with NEC by stakeholders	New or stronger networks	Reviewed laws on electoral processes. Advocacy levels & influence Local RM initiatives. Strategic networks with other EMBs.	Reports	90% Index	60% Index	65% Index	70% Index	80% Index	90% Index	NEC Executive Secretary
SI 2: <i>Strengthen partnerships and collaboration</i>	Improved efficiency & effectiveness of NEC services	New or stronger networks	Measure of effectiveness	M&E reports	90%	60%	65%	70%	80%	90%	NEC Executive Secretary
SI 3: <i>Conduct public outreach programs (Creating awareness on Knowledge, attitude and practices).</i>	Behavior change and adaptive capacity among stakeholders	Improved Knowledge, Attitude and Practices among stakeholders & voters	Number of outreach programs held	<ul style="list-style-type: none"> KAP survey Number of voter outreach events 	5	1	1	1	1	1	NEC Executive Secretary

- i. SR 2: To enhance institutional capacity through support to develop effective laws, structures, processes and appropriate capabilities in relation to the institutional mandate.

SR 2	Expected Outcomes	Expected Output	Output indicators	MoV	Target for 5 Years	Yearly Targets					Responsibility
						Yr 1	Yr 2	Yr 3	Y 4	Y 5	
Indicators to monitor SR2	Improved efficiency in management of elections	Framework of governance in place	<ul style="list-style-type: none"> Number of laws reviewed Staff Capacities built 	Training and capacity building reports	25	5	5	5	5	5	NEC Executive Secretary
Strategic Initiatives											
SI 1: <i>Update of legal frameworks on electoral processes.</i>	Strong and independent Commission	Robust legal framework	<ul style="list-style-type: none"> Number of electoral laws reviewed Number of complementing laws developed 	M&E Reports	5	1	1	1	1	1	NEC Executive Secretary
SI 2: <i>Strengthen corporate governance</i>	Strong identity of NEC	Well-funded Commission	<ul style="list-style-type: none"> Enhanced capacities of Commission 	M&E Reports	15	3	3	3	3	3	<ul style="list-style-type: none"> Executive Secretary

structures			ers • Enhanced Resource Mobilization								
SI 3: Strengthen standard operating procedures in electoral processes	Reformed democratic and electoral processes	Improved operational efficiency	<ul style="list-style-type: none"> Number of OPs developed or reviewed Standardized and effective electoral procedures 	SOPs developed/ documented N&E Reports	9	5	1	1	1	1	Executive Secretary
SI 4: Capacity building of duty bearers on roles and responsibilities.	Improved governance and leadership practices	Enhanced Effectiveness of leadership	<ul style="list-style-type: none"> Service charter developed Curriculum developed 	Framework for leadership developed	25	5	5	5	5	5	Executive Secretary
SI 5: Upgrade ICT tools and systems	Enhanced management capacities for democratic & electoral processes.	Improved skills and knowledge	Learning platform & curriculum developed	<ul style="list-style-type: none"> E-learning platform & materials in place Policy on electoral technology use 	5	1	1	1	1	1	Executive Secretary

ii. SR 3: To adopt and use innovative approaches in the democratic and electoral processes

SR 3	Expected Outcomes	Expected Output	Output indicator	MoV	Target for 5 Years	Yearly Targets					Responsibility
						Yr 1	Yr 2	Yr 3	Y 4	Y 5	
Indicators to monitor SR3	Efficient democratic and electoral processes	Adoption of modern approaches in election management	Innovative approaches developed, tested and adopted	Number of innovative approaches developed	5	1	1	1	1	1	Executive Secretary and Deputy Executive Secretary
Strategic Initiatives											
SI 1: Commission research and development on national issues related to the democratic and electoral processes	Enhanced KAP on democratic and electoral processes	Enhanced quality and effectiveness of plans	Evidence based planning and programming in place	<ul style="list-style-type: none"> Number of thematic researches undertaken Number of policy dialogues undertaken Number of cabinet papers written and adopted 	10	2	2	2	2	2	Executive Secretary
SI 2: Document and share best practices and lessons learnt from national democratic and electoral processes.	Enhanced confidence in NEC and her work	<ul style="list-style-type: none"> Retained knowledge & management Institutional memory 	Best practice template adopted	<ul style="list-style-type: none"> Number of Dissemination platforms Number of documentaries in place 	10	2	2	2	2	2	Executive Secretary

Chapter VII: Framework for Monitoring implementation

SNo	Activities	Responsible	Period of time	2022/2023				2023/2024				2024/2025				2025/2026				2026/2027			
1.	Meetings of the Council of Commissioners	Bureau of the Council	Quarterly and when deemed necessary	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2.	Management meetings	ES and Deputy ES, Heads of Units, Advisors, Coordinators and Specialists and other Senior Officers	Weekly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3.	Meeting of Every Unit chaired by Directors	Director of Unit	Weekly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4.	All staff meeting	ES	Quarterly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5.	Preparation of annual actionplan	ES	Annually		✓				✓				✓				✓				✓		
6.	Mid-Term Evaluations of annual actions plans	ES	After every 6 months		✓				✓				✓				✓				✓		
7.	Mid-Term Evaluation of Strategic Plan	ES and Deputy ES	After 2.5 years										✓										
8.	Meeting with Stakeholders	Chairperson of NEC	Where considered necessary but obligatorily before every election	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
9.	Final evaluation	Commissioners and ES	Once in 5 years																		✓		

Note: The schedules are based on NEC rules and regulations

Chapter VIII: BUDGET SUMMARY FOR THE FIVE-YEAR STRATEGIC PLAN

Key Result Areas/Strategic Pillars	Resource Requirements						
	Projected Estimates (Rwf.)						
	Baseline Estimates (Rwf)	Year 1 (2022/2023)	Year 2 (2023/2024)	Year 3 (2024/2025)	Year 4 (2025/2026)	Year 5 (2026/2027)	Totals
Improvement of Election Management processes and procedures	2,554,098,526	2,554,098,526	3,856,315,396	4,754,487,090	1,351,767,766	1,958,660,576	14,475,329,354
Integration of Information Communication Technology in Election Management	136,175,904	136,175,904	149,793,494	149,793,494	136,175,904	136,175,904	708,114,701
Civic Education on Elections/Public outreach	683,552,568	683,552,568	786,085,453	1,100,519,634	683,552,568	683,552,568	3,937,262,792
Enhancing Organizational Capacities	1,151,577,805	1,151,577,805	1,381,893,366	1,381,893,366	1,153,066,009	1,153,066,009	6,221,496,555
Strengthening Strategic Partnership	12,455,900	12,455,900	58,701,490	186,201,490	107,455,900	57,455,900	422,270,680
Totals	4,537,860,703	4,537,860,703	6,232,789,199	7,572,895,075	3,432,018,147	3,988,910,957	25,764,474,081

NB.:

By-elections form part of the budget estimate under **Strategic Pillar 1– (Improvement of Election Management processes and procedures)** as shown in the below table.

Improvement of Election Management processes and procedures	Year 1	Year 2	Year 3	Year 4	Year 5	Totals
	(2022/2023)	(2023/2024)	(2024/2025)	(2025/2026)	(2026/2027)	
By-Elections conducted	254,211,052	305,053,262	305,053,262	254,211,052	254,211,052	1,372,739,681

Chapter IX: CONCLUSIONS

This Strategic Plan 2022-2027 is a pathway that clearly defines commitments of the National Electoral Commission (NEC) to deliver on its mandate of effectively and efficiently organizing and conducting elections in the next five years. The Strategic Plan for the next five years was derived from the insights of analyzing achievements, challenges and lessons learnt from the previous strategic plan 2017-2022. It institutes an all-inclusive description that will guide the actions and performance of the Commission leadership, staff and stakeholders.’ This document shall be reviewed periodically during its implementation timeframe in order to include emerging priorities that are relevant to the context and portfolio of NEC.

The new strategies aim to improve performance by helping NEC do its business better in the current and future election management processes. This strategic plan focuses on five key pillars that include; improvement of election management processes and procedures; integration of information communication technology in election management; organizational capacity development; civic education to support election process and; networking and collaboration. These pillars aim at; ensuring voters, political parties and organizations, other key stakeholders’ satisfaction in democracy and electoral processes; strengthened institutional capacity of NEC and; facilitation of learning and knowledge management among stakeholders in election management. All the planned actions and strategies ultimately aim at strengthening and sustaining democracy through free, fair, transparent and regular elections in Rwanda.

The implementation framework of the Strategic Plan is outlined in the logical framework matrix while the responsibility and accountability for ensuring that this strategic plan is achieved lie within the Commission’s management structure. The mechanisms of evaluating progress against planned actions of this strategic plan are imparted in the monitoring implementation framework on weekly, monthly, quarterly, bi-annual, mid-term and end line schedules. A risk management plan incorporated with different mitigation measures to address different risks according to priority and magnitude is also included.

ANNEXES

Annex 1: List of Reference Materials:

- 1) Constitution of the Republic of Rwanda of 2003 revised in 2015
- 2) "Law N° 31/2005 of 24/12/2005 relating to the organisation and functioning of the National Electoral Commission."
- 3) At 20 Years, Promoting Electoral Democracy in Rwanda
- 4) 2012 – 2017 NEC Strategic Plan Final Doc
- 5) Final Report – NEC Strategic Plan Evaluation 2016
- 6) 2017 – 2022 NEC Strategic Plan Final Doc
- 7) Raporo Kia y’umwaka – 2017 – 2018;
- 8) Raporo Kia y’umwaka – 2018 – 2019;
- 9) Raporo Kia y’umwaka – 2019 – 2020;
- 10) Raporo Kia y’umwaka – 2020 – 2021;
- 11) Raporo Kia y’umwaka – 2021 – 2022;
- 12) 2017 – 2018 – NEC final Action Plan;
- 13) 2018 – 2019 – NEC final Action Plan;
- 14) 2019 – 2020 – NEC final Action Plan;
- 15) 2021 – 2022 – NEC final Action Plan;
- 16) 2022 – 2023 – NEC Draft Action Plan;
- 17) The African Charter on Democracy, Elections and Governance (ACDEG);
- 18) Republic of Rwanda Vision 2050;
- 19) IEC South Africa, Electoral Commission Strategic Plan, 2020-2025;
- 20) Independent Electoral and Boundaries Commission (IEBC) IEBC STRATEGIC PLAN 2020-2024;
- 21) 7 Years Government Programme: National Strategy for Transformation (NST 1) 2017 - 2024 Final;
- 22) National Electoral Commission on ICT Policy (June 2012)
- 23) Electoral Volunteerism: A case of Rwanda – February 2014
- 24) Mid-Term evaluation of NEC Strategic Plan 2017-2022 (December 2019)
- 25) Raporo y’amatora ya Perezida wa Republika yo ku wa 03-04 Kanama 2017
- 26) Raporo y’amatora y’abagize inteko Ishinga Amategeko, Umutwe w’Abadepite Nzeri 2018;
- 27) “Raporo y’amatora y’abayobozi b’Inzego z’Ibanze n’ab’Inama z’Igihugu: Ukwakira-Ugushyingo 2021;
- 28) Emerging Trends and Challenges of Electoral Democracy in Africa International IDEA Policy Dialogue 25-27 May 2016 Abuja, Nigeria;
- 29) IDEA: Youth Participation in Political Processes Second Annual Summer School for Young Leaders from African Political Parties: Kigali, Rwanda, 6-8 June 2018.

Annex 2: List of Key Informants Reached

No	Names	Organizations	Positions	Phone contacts	Email
1.	Prof. KALISA Mbanda	NEC	Chairperson of the Commission	0732307778	mkalisa@nec.gov.rw
2.	MUNYANEZA Charles	NEC	Executive Secretary	0732305022	cmunyaneza@nec.gov.rw
3.	MUKARURANGWA Immacule	NEC	Deputy Executive Secretary	0732306647	imukarurangwa@nec.gov.rw
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5.	BUSOGI Claude	NEC	Acting Director of ICT	0788699349	cbusogi@nec.gov.rw
6.	BUHIGIRO Patrick	NEC	HR Management Specialist	0738658406	pbuhigiro@nec.gov.rw
7.	MUSEKEWEYA Gloriose	NEC	Legal Officer	0789527768	gmusekeweya@nec.gov.rw
8.	NIYONSHUTI Kagaba Etienne	NEC	Director of Administration and Finance	0738539639	eniyonshuti@nec.gov.rw
9.	BUKASA Moise	NEC	Public relations and Communication Officer	0738562336	mbukasa@nec.gov.rw
10.	GATETE Enock	NEC	Elections Civic Education	0788693448	enocugatete@gmail.com
11.	GAKWISI Leonidas	NEC	Huye and Gisagara zone coordinator	0788686289	lgakwisi@nec.gov.rw
12.	HIGIRO Solange	NEC	Muhanga and Kamonyi zone coordinator	0788827861	shigiro@nec.gov.rw
13.	MAGEZI Celestin	NEC	Nyagatare and Gatsibo zone coordinator	0788356646	cmagezi@nec.gov.rw
14.	HARELIMANA Innocent	NEC	Volunteer	0788535564	
15.	MWUNGERI Salvator	NEC	Volunteer	0788892262	
16.	CP Bruce MUNYAMBO	Rwanda National Police	Commissioner for Community Policing
17.	ACP Teddy RUYENZI	Rwanda National Police	Deputy Commissioner for Community Policing
18.	Charles Muga	Prime TV	Manager		

19.	NDAYISABA Emmanuel	NCPD	Executive Secretary	0788682421	endayisaba@ncpd.gov.rw
20.	Rebecca ASIIMWE	GMO	Director of Monitoring
21.	KANZAYIRE Judith	RGB	Head of Civil Society and Political Organizations Department	0788305622
22.	Robert MWESIGWA	National Youth Council	Executive Secretary	0788524527
23.	GISAGARA Theoneste	National Consultative Forum of political parties	Executive Secretary	0788303567	tgisagara@gmail.com
24.	JIJUKA Zephyrin		Program Coordinator	0788444679	zjijuka@forump.org.rw
25.	Joel SENGOGA	CSO-Religious organizations-RICH	Executive Secretary	0788304993	
26.	MUGISHA Emmanuel	RMC	Executive Secretary	0788449916	emugisha@rmc.org.rw
27.	MUKASINE Marie Claire	National Commission for Human Rights	Chairperson	0788 304 878	Email: info@cndp.org.rw