



**REPUBLIC OF RWANDA**  
**NATIONAL ELECTORAL COMMISSION**  
**(NEC)**



**2017-2022 NATIONAL ELECTORAL  
COMMISSION STRATEGIC PLAN**



**Kigali, April 2017**

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## LIST OF ACRONYMS

1. **BRIDGE** : Building Resources in Democracy, Governance, and Elections
2. **EDPRS** : Economic Development and Poverty Reduction Strategy
3. **EMB** : Election Management Body
4. **FRW** : Francrwandais
5. **GMO** : Gender Monitoring Office
6. **IT** : Information Technology
7. **MDGs** : Millenium Development Goals
8. **MIFOTRA** : Ministère de la Fonction Publique et du Travail
9. **MoU** : Memorandum of Understanding
10. **NCBS/CESB** : National Capacity Building Secretariat/Capacity Development and Employment Services Board
11. **NEC** : National Electoral Commission
12. **n°** : Number
13. **RBM** : Results Based Management
14. **RMI** : Rwanda Management Institute
15. **SDGs** : Sustainable Development Goals
16. **SWOT** : Strengths, Weaknesses, Opportunities, Threats

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## **FOREWORD**

The accomplishment of any task, at the end of which we expect success, requires a comprehensive and well-designed plan. Elections are no exception. It is in this respect that, the National Electoral Commission (NEC), through this document, has defined its future strategic commitments along with resources needed to achieve them. The overall purpose of this strategic plan is to provide and communicate strategic goals and interventions of NEC within the next 5 fiscal years (2017/2018-2021/2022). This is therefore, another good opportunity 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.

The defined strategic actions contained herein builds on results of the previous 2012-2017 strategic plan. A number of considerable achievements were recorded from 2012-2017 and NEC will ensure their strengthening in the future. At the same time, areas that proved requiring further efforts, will be given much more attention in the next 5 years' period. It is also worth noting that this strategic plan, seeks not only to improve initiatives in place but also it proposes new actions which will respond to new emerging needs within the NEC portfolio of organizing and conducting elections. This strategic plan covers a period in which the NEC shall manage the following elections:

- 2017 Presidential elections;
- 2018 Parliamentary elections;
- 2019 Senatorial elections;
- 2021 local government elections.

The role of all stakeholders in designing and executing our future commitments is invaluable. Their involvement in the conceptualization of this strategic plan is highly appreciated. More to that, we undoubtedly believe in their contribution during its implementation, as well as in the monitoring and evaluation of activities. NEC remains committed to usual collaboration with them to ensure that implementation of this new strategic plan becomes effective and further realise intended impact on our country's development agenda.

To materialize our commitments, we will ensure that, NEC annual action plans, reflect systematically priority actions flowing from this strategic plan. In addition to that, this strategic plan will serve as a reference tool for consultations with stakeholders, so that we keep working towards common goals.

We therefore, urge all NEC authorities, stakeholders, and staff to continue availing full support towards implementation of actions set out in this strategic plan. We hope that good collaboration and togetherness will play an important role in achieving expected results within allocated timelines.

**Prof. KALISA MBANDA,**  
**Chairman, National Electoral Commission**

## **I. INTRODUCTION**

### **I.1. Overview on the Strategic Plan of the National Electoral Commission (NEC)**

The present strategic plan of the National Electoral Commission (NEC) indicates priority actions that NEC is to carry out during the upcoming five years in order to reach its general goal of organization and conduct of free, fair and transparent elections to promote Democracy and Good Governance in Rwanda.

Well before completion of the previous strategic plan, NEC has carried out a precise evaluation of implementation of the previous strategic plan. Therefore, priority actions under this strategic plan have been heavily inspired by past achievements, lessons learnt and recommendations highlighted by that recent evaluation report. In respect of the evaluation, NEC authorities have also determined strategic pillars which shall guide future actions in order to deliver effectively on the institutional mandate. These guiding pillars constitute also the fundamentals of this strategic plan.

### **I.2. Overview on Evaluation of the 201-2017 NEC Strategic Plan**

NEC started operating in 2000, after almost 17 years, it has attained tremendous achievements. The evaluation of the 2012-2017 NEC strategic plan, indicates that it was able to accomplish different activities, key of which are as follows:

- ✓ Legislative elections were conducted for 2013-2014;
- ✓ A Referendum was conducted in 2015;
- ✓ Local elections were organized in 2015 to 2016, about 412,490 were elected in 2016;
- ✓ From 2012 to 2017 NEC prepared and provided training for citizens in broad civic education. The training reached almost 750.000 citizens in the organized clusters as well as general mobilization and education of the population across Rwanda;
- ✓ NEC also created a biometric voter registration system with up-to-date, accurate information, which increased citizens' confidence in the electoral process;
- ✓ NEC over the period 2012-2017 has managed to build partnerships with different stakeholders in the electoral process, including but not limited to political parties and organizations, civil society, the media, government institutions, Development Partners and sister Election Management Bodies (EMBs);
- ✓ The enforcement of national electoral commissions institutions was set up, through this process 10 NEC offices were acquired, staffed and equipment were installed to manage voters' registration and election management in general;
- ✓ Law governing elections was amended and aligned with modern electoral practices;
- ✓ Annual Electoral Civic Education Programs were developed and a number of training manuals were produced;
- ✓ The mediators "Abunzi" committees' elections were conducted at cell and sector level;

- ✓ Capacity building programs for NEC Commissioners and staff were implemented especially through the Building resources in Democracy, Governance and elections (Bridge) modules.

A policy on the management of election volunteers was adopted and their election management capacities enhanced.

However, in spite of the above mentioned key achievements, there is still a lot to be achieved given the NEC vision of becoming an Organization 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. Much of the NEC focus, as it will be elaborated in the following pages, is particularly focused on the increased use of modern technologies in elections management, foster electoral civic education to increase well informed participation in elections etc.

The NEC new strategic activities will be designed with respect to new government planning tools. In this line, given that Government adopted a new planning and performance management policy in 2015: the Results Based Performance Management, this policy constitutes the NEC key guiding framework for designing its strategic actions.

### **I.3. Results-Based Performance Management, a framework for the present Strategic Plan**

In line with government Results Based Performance Management (RBM), NEC strategic actions are consistently linked to higher national goals and their formulation reflect clear focus on results to be achieved by NEC, as a way of contributing directly to the national development agenda.

In respect of the above, this strategic plan cascades to NEC level, the implementation of high level national goals including the Country Vision 2020 and the envisaged Vision 2050, The Economic Development Goals (EDPRS) II, Sector strategic actions and more broadly global Sustainable Development Goals (SDGs). In the same spirit, this strategic plan shall constitute a basis for designing annual institutional development plan and NEC Institutional performance contracts.

Consistently with RBM, NEC shall use Joint Imihigo (imihigo second generation) to ensure that other institutions including public and private sector institutions, Media, Elections Volunteers, etc can work jointly with NEC to achieve strategic results which may not be apportioned to NEC as a single institution.

Also, activities in this strategic plan will be implemented annually in a results based performance cycle by integrating coherently the processes of planning and budgeting, activities' implementation, monitoring and evaluation as well as reporting.



## **II. METHODOLOGY USED TO DEVELOP THIS STRATEGIC PLAN**

### **II.1. Overview**

Given the importance of NEC's strategic planning and technical expertise in designing and producing the strategic plan for the next five years, the NEC has used the services of a consulting firm to assist in developing this plan.

At the end of the consultant's selection process, the consultant produced a preliminary report on the mission's understanding, the methodology he intended to use to carry out this work and the summary contents of the strategic plan of the NEC for the period from 2017 to 2022. The methodology for designing and developing this strategic plan followed the following steps:

#### **II.1. Documents analysis**

Review of available documents, including the strategic plan 2012 - 2017, the evaluation report of the previous strategic plan, annual action plans for the last five years and subsequent annual activity reports, laws and regulations governing the organization and functioning of NEC as well as other various documents and publications of NEC.

Other national and international official documents were also consulted such as the Millennium Development Goals (MDGs), Rwanda Vision 2020, EDPRS 2, the Government of Rwanda Program for the Seven Years (2010-2017) ), etc.

#### **II.2. Different interviews**

Interviews were held with authorities, personnel, and some stakeholders of NEC. Various technical sessions were also held with NEC Commissioners, departments and units to discuss and exchange ideas about the content of this strategic plan.

Indeed, meetings with ten NEC staff in different Units took place. Discussions were held on the organization, operation and activities of the Commission.

Discussions were also held with the Executive Secretary and the Deputy Executive Secretary. These authorities clarified the orientation of the NEC over the next five years. They made it easier for the consultant to understand the Commission's objectives for the future and the many difficulties encountered in the past. There was also discussion with those authorities about the envisaged solutions for the future.

Working sessions were also held with the Chairman of the NEC, the Vice Chairperson and all Commissioners currently in place. During the discussions between these authorities and the consultants, discussions turned on the Commission's objectives over the next 5 years. Based on the problems encountered in the past by the NEC in its operation, these authorities formulated strategic orientations for the consultant to be taken into consideration in planning for the future.

Some key partners of the Commission were also involved in the design of this strategic plan. They clarified to the Consultant their involvement in the implementation of the NEC mission. These consultations provided a platform for discussing on in-depth key strategic actions to be carried by NEC in the next five years.

### **II.3. Validation workshop**

Two validation sessions were organized by the NEC to enable the consultant to present the results of his work.

During the first session, the Commission's authorities and staff provided to the consultant timely comments and observations on the content of the draft of the NEC Strategic Plan for 2017-2022. Different ideas and comments were sent to the consultant to allow him improve the content and format of this draft.

During the second session, the consultant provided an update on the integration of the comments made by the participants in the first session. The consultant clarified improvements made to the first draft regarding its content and presentation. The NEC strategic plan was finally approved and validated.

## **III. OVERVIEW ON THE NATIONAL ELECTORAL COMMISSION (NEC)**

### **III.1. NEC Legal Framework**

NEC is an independent Constitutional organ. It was established by the Constitution of the Republic of Rwanda of 2003 revised in 2015 in its article 139.

NEC attributions, organization and functioning are determined by Law n° 31/2005 of 24/12/2005 relating to the organisation and functioning of the National Electoral Commission as modified and complemented to date. NEC is a national, independent and permanent Commission.

In executing its mission, NEC follows a number of laws and regulations. But mainly, its mandate is regulated through Law n° 27/2010 of 19/06/2010 relating to Elections as modified and complemented to date.

### **III.2. Vision and Mission**

#### **III.2.1. Vision**

An Election Management Body (EMB) that continuously strengthen 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 adopts to the changes of the society and meets voters' expectations and needs.

### **III.2.2. 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.

### **III.2.3. Responsibilities of NEC**

In general NEC is the national institution constitutionally entrusted with organization, coordination and conduct of national elections including Presidential elections, Legislative elections, referenda, local government Leaders elections, mediators' elections as well as other elections as the law may determine.

In line with Law n° 31/2005 of 24/12/2005 relating to the organisation and functioning of the National Electoral Commission as modified and complemented to date, the National Electoral Commission has the following attributions:

- a) prepare, conduct and supervise elections;
- b) establish electoral constituencies;
- c) establish the Commission branches in the Provinces and Kigali City, Districts and Sectors within a period not exceeding forty-five (45) days before polling day and appoint members of the Electoral College, give them instructions, receive their reports and supervise them during elections;
- d) prepare and provide civic education on elections;
- e) monitor, announce and publish election results;
- f) put in place strategies to ensure that elections are free and transparent;
- g) participate in elaboration of the draft laws governing elections that the Commission is responsible for organising and conducting;
- h) carry out any other electoral activities provided for by the Law.

The National Electoral Commission is also mandated to collaborate with other institutions in preparing and providing civic education in general.

### **III.2.4. NEC Corporate Values**

In order to build an organisation that continues to successfully achieve its mission and its vision, NEC is founded on strong values. Values and behaviours drive culture. Culture drives employee fulfilment. Employee fulfilment 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.

### III.2.5. Property of NEC

Properties of NEC come from the budget allocated to the Commission by Government of Rwanda. This budget includes ordinary budget dedicated to the daily activities of the institution and special budget designed for running elections. The Government also may mobilize resources for supporting the Commission in order to effectively fulfil its responsibilities.

The Commission can also mobilise funds from development partners as and when necessary.

### III.3. Organisation of NEC

The National Electoral Commission is composed of three administrative organs: the College of Commissioners; the Bureau of the Commission and the Executive Secretariat.

- **The College of Commissioners** is the supreme organ, non-full time officials, made of seven 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.
- **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 College of Commissioners.
- **The Executive Secretariat** is headed by Executive Secretary and comprises of all NEC staff and has major responsibility of ensuring day-to-day management of the Commission's business. The Executive Secretariat is made of the Office of Executive Secretary, Office of Deputy Executive Secretary, Directorate of Administration and Finance and Directorate of Information, Communication and Technology.

The NEC also has field offices at Provincial and electoral zone levels at district levels.

In addition to these bodies of the National Electoral Commission as defined by the law that establishes it, the Commission has partners of different categories. Some of these partners are involved in fulfilling the NEC mission while others are contributing to the strengthening of its capacities.

During elections, NEC employs election volunteers who preside over elections in polling centers and stations.

**Table n° 1: Stakeholders of NEC**

<b>STAKEHOLDERS</b>	<b>AREA OF COLLABORATION</b>
Office of the President Parliament, Prime Minister’s Office/Cabinet, Supreme Court and the Ministry in charge of Local Government.	The Commission submits every year, its plan of action and the activity reports to the President of the Republic and a copy reserved to the Parliament, the Cabinet, the Supreme Court and the Ministry in charge of Local Government.
Ministry of Finance and Economic Planning	Budget allocation
National Identification Agency and National Public Prosecution Authority	Collecting and synchronizing data on eligible voters
Ministry of Foreign Affairs and Cooperation and	Organization of elections for Rwandans living abroad (Diaspora)
Ministry of Education and Local Government	Determining polling stations where schools are used as polling centers
Political Parties and Organisations	Candidatures and sensitisation of voters
Media Private Sector Federation Civil Society, Religious organizations	Sensitization and public outreach programs
MIFOTRA NCBS/CESB RMI	Capacity building for human resources and organizational development
Election Volunteers	Election programmes implementation
United Nations Development Programme and other Development Partners	Technical support

It should be noted that this list of NEC partners is not exhaustive. There are others such as bodies and institutions that have signed Memorandum of Understanding (MoU) with the NEC, such as the Gender Monitoring Office (GMO), the National Itorero Commission, the National Youth Council, the National Women's Council, as well as Election Management Bodies in the Region and beyond.

#### IV. ANALYSIS OF INTERNAL AND EXTERNAL FACTORS THAT AFFECT THE FUNCTIONING OF THE NEC

The following table indicates results of analysis of strengths; weaknesses; opportunities and threats (SWOT) in the functioning of the National Electoral Commission:

**Table n° 2: SWOT Analysis**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
Constitutional Organ Independency of the Commission	Limited capacity due to insufficient resources both human and material given the huge volume of NEC mandate	Strong political will to strengthen good governance and democratic elections	The Country has limited financial resources base in general
Steady socio-economic development of the country	Insufficient financial support to cover fully all activities	Strong culture of self-resilience among Rwandans executed through National programs such as Umuganda, Ubudehe, etc	
Good managerial leadership and committed personnel	Insufficient use of available ICT technologies	Emerging new technologies	Limited gender balance is still apparent in some categories of elections. Women are less numerous in election campaigns and their applications are often limited.
		Institutional collaboration with stakeholders eg. political parties and Organisations, media, etc.	
A high level of institutional memory	General limited ICT potential (assets and expert skills) to turn from paper work towards electronic based work		Loopholes in the organisation and management of election volunteers
Achievements of NEC since its inception involving majority of Rwandans confirm success	Ability to undertake electoral civic Education and sensitization in the whole country	Continued support of the population to the electoral process	Culture of professional service delivery and collaboration presently is not well rooted
		Existence of the Volunteers in the election process, their role and their active involvement in the conduct and organization of elections	
	Platform for increasing outreach programmes		
	Commitment by Government of Rwanda to finance electoral processes		
	Challenges in organising election in the diaspora	A healthy political and security environment that enables sustained credible elections	
		Trust and confidence from the Rwandan population in the NEC	

## **V. ALIGNMENT OF THE 2017-2022 STRATEGIC PLAN WITH INTERNATIONAL AND NATIONAL DEVELOPMENT GOALS**

The general mission of the Commission which is to organize and conduct elections, accords well with global and national aspirations of good governance, democracy and socio-economic development. This mandate will continue to constitute the driving force for NEC actions during the next 5 years.

### **V.1. Sustainable Development Goals (SDGs)**

The Sustainable Development Goals, especially their quest for promoting just, peaceful and strong institutions as well as inclusive societies calls for respect of fundamental democratic values. SDGs recognize that strong societies are those that entrench citizens “participation in their governance and decision making at all levels”. This SDGs’ principle corresponds well with NEC mission of promoting free, fair, transparent and regular elections enabling Rwandans to take part in the governance of their country.

### **V.2. Rwanda Vision 2020, and turning towards Vision 2050**

Turning Rwanda into a middle-income Country, which is targeted under Rwanda Vision 2020, requires a nation founded on the positive values of good governance and rule of law and thus, ready to effect socio-economic transformations. Democratic elections are at the core of those values. It is thus understood that the role of NEC towards the Country’s transformation is undeniable.

Recognizing that Rwanda Vision 2020 is nearing its completion and that Rwanda looks forward to Vision 2050 the target of which is to position the Country as a high-income country; it is believed that no economic development would be possible without effective governance. Therefore, NEC will keep contributing towards effective citizens’ participatory governance for a sustainable democratic system which are critical for sustainable national development.

### **V.3. Economic Development and Poverty Reduction Strategy (EDPRS)**

NEC interventions are reflected in the thematic area of building an accountable governance system thought of as EDPRS strategic areas that constitute the bedrock of Rwanda’s sustainable development.

To execute EDPRS II objectives, during the next 5 years, NEC is committed to transparency and inclusiveness through activities such as fostering IT usage in building a more trusted and transparent elections system, strengthening gender inclusiveness in electoral civic education and continuing building its institutional and human resources capacities.

## **VI. STRATEGIC ORIENTATIONS OF NEC FROM 2017 TO 2022**

### **VI.1. General Objective**

The general objective of NEC strategic plan 2017-2022 is to contribute to good governance and Democracy in Rwanda by strengthening and sustaining free, fair, transparent and regular elections. This general objective coincides with the general mission of NEC and will be materialized through a number of strategic orientations and activities detailed below.

### **VI.2. Strategic orientations**

The strategic orientations of NEC 2017-2022 are basically built on pillars identified by NEC Commissioners and Senior management in the pre-planning stage of this strategic plan. In fact those pillars reflect the strengthening of NEC achievements so far together with new actions dictated by emerging needs and trends in election management.

In respect of the above, strategic orientations of NEC for the next five years (2017-2022) as specific objectives are elucidated in the following table:



**Table n° 3: Summary table of specific objectives and strategies for achieving them**

N°	SPECIFIC OBJECTIVES	STRATEGIES	CROSS-CUTTING STRATEGIC ACTIONS
1.	Electoral system is enhanced to sustain national public confidence and making NEC a role model in election management	<p>Strengthen good governance and entrenching democratic values through fair, free, and transparent election process</p> <p>Putting in place instructions and regulations democratizing election process</p> <p>Conducting research on organization and supervision of elections</p> <p>Using a modern and world-class electoral it system for increasing efficiency and quality service</p> <p>Enhancing NEC IT system</p>	<p>Organize and coordinate elections in accordance with the Rwandan Constitution and other laws</p> <p>Maintaining and increasing partnership and collaboration with national and international stakeholders while sustaining NEC independency</p>
2.	Strategic and continuous public outreach programs reflecting gender balance patterns, are conducted	<p>Raising awareness about citizen’s role in country’s governance and sustaining a democratic system</p> <p>Organizing and providing voter civic education on elections</p> <p>Sensitizing public and specific groups</p> <p>Strengthening NEC collaboration and partnership</p> <p>Establishing and operationnalizing modern information and documentation centre</p> <p>Improving NEC communication and public relations</p>	<p>Enhance incorporation of home-grown solutions strategies in electoral processes</p>
3.	Elections are well organized and conducted in line with the Constitution and other Laws	<p>Ensuring respect of democratic principles of freedom, fairness, and transparency</p> <p>Facilitating elections operations</p> <p>Volunteers mobilization and training</p> <p>Reviewing volunteers incentives</p> <p>Organizing and coordinating presidential elections of 2017</p> <p>Organizing and coordinating legislative (Deputies) elections of 2018</p> <p>Organizing and coordinating legislative (Senators)</p>	

		elections of 2019	
		Organizing and coordinating elections of Abunzi in 2020	
		Organizing and coordinating elections of local government leaders in 2021	
		Organizing and coordinating by-elections for vacant posts	
4.	NEC institutional and staff capacity development strengthened	Providing NEC with all tools necessary for organizational development	
		Enhancing NEC regulatory framework	
		Establishing NEC staff special code of conduct	
		Increase institutional capacity through effective staffing and building technical capacities for NEC staff in relation to the mission of NEC	
		Enhancing NEC staff technical capacities	
		Organizing and carrying out study visits	
		Enhancing NEC staff capacities	

**Table 4: Planned activities for the first strategic orientation**

Our first strategic orientation revolves around enhancing NEC Electoral system to sustain national public confidence and making NEC a credible and effective Election Management Body.

By this orientation, we aim to leverage mainly the quality of our legal framework, increase research that can inform our actions. Most importantly we want to upgrade our IT as a tool to modernize election management.

**Table n° 4: Planned activities for the first strategic orientation**

<b>SPECIFIC OBJECTIVE I : ELECTORAL SYSTEM IS ENHANCED TO SUSTAIN NATIONAL PUBLIC CONFIDENCE AND MAKING NEC AN AFRICAN REFERENCE CENTRE IN ELECTION MANAGEMENT</b>					
<b>1<sup>st</sup> STRATEGY : STRENGTHEN GOOD GOVERNANCE AND ENTRENCHING DEMOCRATIC VALUES THROUGH FAIR, FREE, AND TRANSPARENT ELECTION PROCESS</b>					
<b>Output</b> : NEC, electoral Legal and election regulatory framework streamlined					
<b>Indicator</b> : Electoral Law and NEC Law and their subsidiary Orders and Instructions are in place and disseminated					
<b>Outcome over 5 years</b> : Electoral law and NEC law are aligned with the Constitution and produced in one single document per law so that they become more user-friendly and all their subsidiary Orders/Instructions and regulations are in place and disseminated					
<b>Baseline</b> : Electoral law of 2010 revised in 2015 and NEC Law of 2005 revised in 2010					
<b>Planned budget (FRW)</b> : 128.450.125					
<b>Responsible</b> : College of Commissioners, Legal Advisory Services in collaboration with ES Office and Deputy ES Office					
<b>PLANNED KEY ACTIVITIES</b>					
<b>Activities</b>	<b>Expected results 2017/2018</b>	<b>Expected results 2018/2019</b>	<b>Expected results 2019/2020</b>	<b>Expected results 2020/2021</b>	<b>Expected results 2021/2022</b>
1. Carry out legal Assessment Study to identify substantial and formal loopholes of current electoral law and NEC law as well as their implementing subsidiary instruments					
2. Prepare an all-in-one updated draft electoral law and all-in-one updated NEC draft law in collaboration with other relevant government institutions and validated by stakeholders' consultative meeting					
3. Pass by competent authorities updated draft electoral law and updated NEC draft law together with their subsidiary implementing Orders/Instructions					
4. Produce and disseminate to stakeholders Booklets reflecting major contents of NEC legal instruments					
<b>2<sup>ND</sup> STRATEGY : PUTTING IN PLACE INSTRUCTIONS AND REGULATIONS DEMOCRATIZING ELECTION PROCESS</b>					
<b>Output</b> : Instructions and regulations democratizing election process are in place and widely disseminated					
<b>Indicator</b> : Number of instructions put in place					
<b>Outcome over 5 years</b> : Clearly guiding instructions preceding all elections and by-elections are in place, disseminated and followed					

<b>Baseline</b> : Old instructions on Presidential, Parliamentary, local government and Mediators election instructions					
<b>Planned budget (FRW)</b> : 88.015.550					
<b>Responsible</b> : College of Commissioners, Legal Advisory Services in collaboration with Members of the Office of Deputy ES					
<b>PLANNED KEY ACTIVITIES</b>					
<b>Activities</b>	<b>Expected results 2017/2018</b>	<b>Expected results 2018/2019</b>	<b>Expected results 2019/2020</b>	<b>Expected results 2020/2021</b>	<b>Expected results 2021/2022</b>
1. Carry out instructions on Presidential Elections 2017 are available and their wide dissemination					
2. Prepare instructions on Legislative (Deputies) Elections 2018 adopt them by Council of Commissioners					
3. Produce instructions on Legislative (Deputies) Elections 2018 and carry out their wide dissemination through conferences, workshops, booklets, print and electronic media, etc.					
4. Prepare instructions on Senatorial Elections 2019 for their adoption by Council of Commissioners					
5. Produce instructions on Senatorial Elections 2019 and carry out their wide dissemination through conference, workshops, booklets, print and electronic media, etc.					
6. Prepare instructions on Mediators' Elections 2020 for their adoption by Council of Commissioners					
7. Produce instructions on Mediators' Elections 2020 and carry out their wide dissemination through conference, workshops, booklets, print and electronic media, etc.					
8. Prepare instructions on Local Government Leaders' Elections 2021 for their adoption by Council of Commissioners					

9. Produce instructions on Local Government Leaders' Elections 2021 and carry out their wide dissemination through conference, workshops, booklets, print and electronic media, etc.					
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**3<sup>RD</sup> STRATEGY : CONDUCTING RESEACH ON ORGANIZATION AND SUPERVISION OF ELECTIONS**

**Output :** Research on the conduct, organization and supervision of elections carried out

**Indicator :** 2 research studies conducted

**Outcome over 5 years :** Research based recommendations inform the process of streamlining the national electoral system

**Baseline :** NEC in 2013-2014 with financial support of UNDP carried out a research study on the effectiveness of civic education on the electoral process

**Planned budget (FRW) :** 40.568.470

**Responsible :** Deputy ES Office

**PLANNED KEY ACTIVITIES**

Activities	Expected results 2017/2018	Expected results 2018/2019	Expected results 2019/2020	Expected results 2020/2021	Expected results 2021/2022
1. Conduct and publish in joint imihigo with Rwanda Governance Board, Research on perception of voters on efficiency and effectiveness of the Rwandan electoral system					
2. Conduct and publish in joint imihigo with Rwanda Governance Board, Research on Citizens 'engagement and home grown solutions in organization of election					

**SUB TOTAL 257.034.145 FRW**

**4<sup>th</sup> STRATEGY : USINGA MODERN AND WORLD-CLASS ELECTORAL IT SYSTEM FOR INCREASING EFFICIENCY AND QUALITY SERVICE**

**Output :** A world class E-election management project designed and operationalized

**Indicator :** E-election management project proposal detailing various IT modules to be operationalized

**Outcome over 5 years :** A world-class e-election management is operational

**Baseline :** Voter Registry database

**Planned budget (FRW) :** 25.564.700

**Responsible :** Office of Deputy ES in collaboration with Directorate of ICT

**PLANNED KEY ACTIVITIES**

Activities	Expected results 2017/2018	Expected results 2018/2019	Expected results 2019/2020	Expected results 2020/2021	Expected results 2021/2022
1. Carry out situational analysis Study by Expert in e-election management followed by consultations and further adoption by Council of Commissioners					
2. Design a world-class E-election management project and share it with stakeholders for resources mobilization					
3. Operationalize E-election management project					

**5<sup>TH</sup> STRATEGY : ENHANCING NEC IT SYSTEM**

**Output** : Enhance NEC IT system by developing various automated modules on e-election management

**Indicator** : Number of E-election management modules developed and operationalized

**Outcome over 5 years** : 4 Elections Management IT modules interconnected and operationalized

**Baseline** : Voter Registry database is in place

**Planned budget (FRW)** : 33.589.800

**Responsible** : Office of Deputy ES in collaboration with Directorate of ICT

**PLANNED KEY ACTIVITIES**

Activities	Expected results 2017/2018	Expected results 2018/2019	Expected results 2019/2020	Expected results 2020/2021	Expected results 2021/2022
1. Streamline voter Self-Service Module (computer and mobile telephony based)					
2. Convert voter database into Voters Registry and Authentication Module with interface with National Identification Agency and National Prosecution Authority and regularly update it due to new entrants and exit (deaths, those banned to vote by law)					
3. Develop E-voting module and operationalize it in pilot phase (diaspora, and some polling stations in Kigali city)					
4. Develop election Records and Statistical Reports Generation Module					
5. Operationalize election Records and					

Statistical Reports Generation Module					
<b>SUB TOTAL</b>					<b>59.154.500</b>

As can be seen from the above table, NEC shall introduce new and robust projects especially in regard to IT systems. This requires NEC to have a Single Projects Implementation Unit (SPIU), through which NEC shall be able to attract highly competent staff.

**Table n° 5: Planned activities for the second specific objective:**

Our second strategic orientation is anchored in our mission of providing electoral civic education. We will establish NEC information and documentation centre open to the public. We aim also to improve our electoral civic education strategies by organizing education programmes targeting not only the public in general but also specific groups that are more influential in society such as media professionals, students and teachers, religious organizations, youth organizations, etc. Through this orientation, gender mainstreaming will be given ample value.

<b>SPECIFIC OBJECTIVE II: STRATEGIC AND CONTINUOUS PUBLIC OUTREACH PROGRAMS REFLECTING GENDER BALANCE PATTERNS, ARECONDUCTED</b>					
<b>1<sup>st</sup> STRATEGY : RAISING AWARENESS ABOUT CITIZEN’S ROLE IN COUNTRY’S GOVERNANCE AND SUSTAINING A DEMOCRATIC SYSTEM</b>					
<b>Output</b> :Capacity needs assessment study carried out and training manuals updated					
<b>Indicator</b> : Reports on capacity needs and training manuals available					
<b>Outcome over 5 years</b> : Areas and group of citizens’ requiring focus on electoral civic education are identified and relevant training manuals developed and adopted					
<b>Baseline</b> :2015-2016 Electoral Civic Education program and training manuals prepared, printed, and evaluated					
<b>Planned budget (FRW)</b> : 28.560.000					
<b>Responsible</b> : Office of Deputy ES/Electoral Civic Education Program Officers					
<b>PLANNED KEY ACTIVITIES</b>					
<b>Activities</b>	<b>Expected results 2017/2018</b>	<b>Expected results 2018/2019</b>	<b>Expected results 2019/2020</b>	<b>Expected results 2020/2021</b>	<b>Expected results 2021/2022</b>
Carry out electoral civic education capacity needs assessment study and highlights priority areas/group of citizens					
Update electoral civic Education Training manuals and approve them by the Council of Commissioners					
Implement electoral civic education					
<b>2<sup>ND</sup> STRATEGY : ORGANIZING AND PROVIDING VOTER CIVIC EDUCATION ON ELECTIONS</b>					
<b>Output</b> : Organize and provide voter civic education on elections ensuring free, well-informed, and effective turnouts through instructional conferences, workshops, etc					



<b>Indicator :</b> % of Rwandans male and women provide training as trained trainers and % of Rwandans male and female benefiting Civic Education training
<b>Outcome over 5 years :</b> 95% of Rwandans benefit Capacity building training in civic education in a gender balanced manner
<b>Baseline :</b> Training were provided to general population, 45 Trainers, Journalists, Civic Education Coordination Committees in all Districts up to cell level, members of Security Organs and election Volunteers
<b>Planned budget (FRW) :</b> 3.006.789.500
<b>Responsible :</b> Office of Deputy ES/Electoral Civic Education Program Officers

**PLANNED KEY ACTIVITIES**

Activities	Expected results 2017/2018	Expected results 2018/2019	Expected results 2019/2020	Expected results 2020/2021	Expected results 2021/2022
1. Organize and conduct electoral civic Education Training of Trainers involving women and men from all sectors by focussing on Presidential Elections					
2. Carry out electoral civic Education Training in all sectors focussing on Deputies Elections					
3. Carry out electoral civic Education Training in all sectors focussing on Senatorial Elections					
4. Carry out Electoral civic Education Training in all sectors focussing on Mediators' Elections					
5. Carry out electoral civic Education Training in all sectors focussing on Local Government Elections					

**3<sup>RD</sup> STRATEGY : SENSITIZING PUBLIC AND SPECIFIC GROUPS**

<b>Output :</b> Public and Specific Groups Sensitization programmes about elections carried out
<b>Indicator :</b> Number of specific groups sensitized
<b>Outcome over 5 years :</b> The public is continuously educated on their role in good governance and democracy
<b>Baseline :</b> Various advertisements and Sensitization programmes reflecting gender balance patterns, and targeting the general population and other stakeholders were carried out
<b>Planned budget (FRW) :</b> 1.393.258.750
<b>Responsible :</b> Office of Deputy ES/Electoral Civic Education Program Officers

**PLANNED KEY ACTIVITIES**

Activities	Expected results 2017/2018	Expected results 2018/2019	Expected results 2019/2020	Expected results 2020/2021	Expected results 2021/2022
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1. Sensitize Media Professionals on the role of candidates manifesto and the role of media in elections management					
2. Hold public sensitization elections through audio-visual talks and advertisements reflecting gender balance patterns, spread with a specific focus on Presidential elections					
3. Sensitize teachers, youth and women organizations, civil society organisations, Students at all levels on their roles in democracy and election management					
4. Hold public sensitization on elections through audio-visual talks and advertisements reflecting gender balance patterns, spread with a focus on Legislative (Deputies) elections					
5. Sensitize Religious organizations on the role in democracy and elections management					
6. Hold public sensitization on elections through audio-visual talks and advertisements reflecting gender balance patterns, spread with a focus on Senatorial elections					
7. Hold public sensitization on elections through audio-visual talks and advertisements reflecting gender balance patterns, spread with a focus on Mediators 'elections					
8. Hold public sensitization on elections through audio-visual talks and advertisements reflecting gender balance patterns, spread with a focus on Local Government Leaders' elections					

**4<sup>TH</sup> STRATEGY : STRENGTHENING NEC COLLABORATION AND PARTNERSHIP**

**Output :** NEC collaboration and partnerships with national and international stakeholders, media, observers and other parties of interest involved in elections strengthened

**Indicator :** Number of MoU signed with stakeholders

**Outcome over 5 years :** Stakeholders' involvement in in election management enhanced

**Baseline :** Many MOUs have been signed between NEC and various partners in the past

**Planned budget (FRW) :** 185.369.400

<b>Responsible : ES &amp; DAF</b>					
<b>PLANNED KEY ACTIVITIES</b>					
<b>Activities</b>	<b>Expected results 2017/2018</b>	<b>Expected results 2018/2019</b>	<b>Expected results 2019/2020</b>	<b>Expected results 2020/2021</b>	<b>Expected results 2021/2022</b>
1. Conclude MoUs of partnership and collaboration with Districts through MINALOC with the aim of fostering effective collaboration in election organization and management					
2. Conclude MoUs of partnership with key public media companies, civil society organization and religious-based organizations, International electoral bodies (for exchange of experience and knowledge) with the aim of fostering effective collaboration in election organization and management					
3. Arrange in collaboration with MINEDU to reflect civic education courses in schools' curricula					
<b>5<sup>TH</sup> STRATEGY : ESTABLISHING AND OPERATIONNALIZING MODERN INFORMATION AND DOCUMENTATION CENTRE</b>					
<b>Output :</b> Modern information and documentation centre established and operationalized					
<b>Indicator :</b> One centre established at NEC Headquarters					
<b>Outcome over 5 years :</b> NEC information is well managed and accessible to the public					
<b>Baseline :</b> NEC documents and reports					
<b>Planned budget (FRW) :</b> 15.305.620					
<b>Responsible : ES &amp; DAF</b>					
<b>PLANNED KEY ACTIVITIES</b>					
<b>Activities</b>	<b>Expected results 2017/2018</b>	<b>Expected results 2018/2019</b>	<b>Expected results 2019/2020</b>	<b>Expected results 2020/2021</b>	<b>Expected results 2021/2022</b>
1. Procure Centre equipment (IT, furniture) and learning materials, research facilities					
2. Incorporate NEC Centre Staff in NEC Organizational structure and operationalize the centre					

3. Operationalize Information and documentation Centre					
<b>6<sup>TH</sup> STRATEGY :IMPROVING NEC COMMUNICATION AND PUBLIC RELATIONS</b>					
<b>Output</b> :NEC communication and public relations strategy improved					
<b>Indicator</b> : Improved communication and public relations strategy available					
<b>Outcome over 5 years</b> : NEC communications and public relations mechanisms are more effective and enhance internal institutional efficiency external public outreach					
<b>Baseline</b> : 2014 NEC communication strategy					
<b>Planned budget (FRW)</b> : 169.235.100					
<b>Responsible</b> : ES, DAF and public relations officer					
<b>PLANNED KEY ACTIVITIES</b>					
Activities	Expected results 2017/2018	Expected results 2018/2019	Expected results 2019/2020	Expected results 2020/2021	Expected results 2021/2022
1. Update NEC communication and public relations strategy by taking into account new measures that foster wider information dissemination (use of various dissemination channels, different languages etc)					
2. Implement NEC new communication and public relations strategy					
3. NEC new communication and public relations strategy operational					
<b>SUB TOTAL</b>					<b>4.798.518.370</b>

In respect of the above electoral civic education and communication activities, we believe that democracy and good governance will become more enhanced not only by the increasing voters' turnouts but also through the fact that all Rwandans will be well informed about their essential role in elections and governance of their country.

**Table n° 6: Planned activities for the third specific objective:**

Our third strategic orientation aims at streamlining electoral operations by taking into account elections planned during the next five years. Main activities relate to preparation of elections by procuring required materials, administering planned elections and report on their proceedings.

<b>SPECIFIC OBJECTIVE III: ELECTIONS ARE WELL ORGANIZED AND COORDINATED IN LINE WITH THE CONSTITUTION AND OTHER LAWS</b>
<b>1<sup>st</sup> STRATEGY : ENSURING RESPECT OF DEMOCRATIC PRINCIPLES OF FREEDOM, FAIRNESS, AND TRANSPARENCY</b>
<b>Output:</b> Resources Mobilization and Election materials procured
<b>Indicator</b> : % of polling stations equipped with election tools and materials
<b>Outcome over 5 years</b> : 100% of elections are held by utilizing modern election tools and materials

**Baseline :** Projected Presidential elections 2017, Legislative Elections (Deputies) 2018, Senatorial Elections 2019, Mediators' Elections 2020, and Local Government Elections 2021

**Planned budget (FRW) :** 3.069.870.158

**Responsible :** ES and Deputy ES Offices and DAF Unit

**PLANNED KEY ACTIVITIES**

Activities	Expected results 2017/2018	Expected results 2018/2019	Expected results 2019/2020	Expected results 2020/2021	Expected results 2021/2022
1. Mobilize resources, procure and distribute Elections materials for Presidential Elections 2017 to all polling stations					
2. Mobilize resources, procure and distribute Elections materials for Legislative (Deputies) Elections 2018 to all polling stations					
3. Mobilize resources, procure and distribute Elections materials for Senatorial Elections 2019 to all polling stations					
4. Mobilize resources, procure and distribute Elections materials for Mediators' Elections 2020 to all polling stations					
5. Mobilize resources, procure and distribute Elections materials for Local Government Leaders' Elections 2021 to all polling stations					

**2<sup>ND</sup>STRATEGY :FACILITATING ELECTIONS OPERATIONS**

**Output:** Procure 5 vehicles for facilitating elections operations inside provinces and Kigali City

**Indicator :** Number of vehicles and motorcycles procured

**Outcome over 5 years :** Elections operations in 4 Provinces and Kigali City are well followed up and supervised

**Baseline :** Projected Presidential elections 2017, Legislative Elections (Deputies) 2018, Senatorial Elections 2019, Mediators' Elections 2020, and Local Government Elections 2021

**Planned budget (FRW) :** 168.500.000

**Responsible :** ES & DAF

**PLANNED KEY ACTIVITIES**

Activities	Expected results 2017/2018	Expected results 2018/2019	Expected results 2019/2020	Expected results 2020/2021	Expected results 2021/2022
1. Draft a procurement proposal for 5 vehicles and carry out relevant consultations with MINECOFIN and MININFRA					

2. Procure 5 operations vehicles in collaboration with MININFRA					
3. Facilitate elections operations inside provinces and Kigali City					
<b>3<sup>RD</sup> STRATEGY : VOLUNTEERS MOBILIZATION AND TRAINING</b>					
<b>Output:</b> Volunteers mobilization and training carried out and gender balance is reflected among them					
<b>Indicator :</b> Number of Volunteers mobilized and trained					
<b>Outcome over 5 years :</b> All Sectors in Rwanda have well trained elections volunteers reflecting gender balance					
<b>Baseline :</b> 45 NEC staff, 832 election volunteers at sector level 2,148 volunteers at cell level and 14,837 volunteers at village level trained					
<b>Planned budget (FRW) :</b> 2.090.256.345					
<b>Responsible :</b> Office of ES and Deputy ES					
<b>PLANNED KEY ACTIVITIES</b>					
Activities	Expected results 2017/2018	Expected results 2018/2019	Expected results 2019/2020	Expected results 2020/2021	Expected results 2021/2022
1. Upgrade volunteers' capacities through continuous training. Provide a training to 45 NEC staff, 832 election volunteers at sector level 2,148 volunteers at cell level and 14,837 volunteers at village level					
2. Upgrade volunteers' capacities through continuous training. Provide a training to 45 NEC staff, 832 election volunteers at sector level 2,148 volunteers at cell level and 14,837 volunteers at village level					
3. Upgrade volunteer's capacities through continuous training. Provide a training to 45 NEC staff, 832 election volunteers at sector level 2,148 volunteers at cell level and 14,837 volunteers at village level					
4. Upgrade volunteer's capacities through continuous training. Provide a training to 45 NEC staff, 832 election volunteers at sector level 2,148 volunteers at cell level and 14,837 volunteers at village level					
5. Upgrade volunteer's capacities through continuous training. Provide a training to 45					

NEC staff, 832 election volunteers at sector level 2,148 volunteers at cell level and 14,837					
<b>4<sup>TH</sup> STRATEGY :REVIEWING VOLUNTEERS INCENTIVES</b>					
<b>Output:</b> Volunteers' incentives reviewed and aligned with labour market needs					
<b>Indicator :</b> % of increase applied to current monetary incentives					
<b>Outcome over 5 years :</b> Volunteers' motivation and retention is increased					
<b>Baseline :</b> Current monetary incentives per volunteers					
<b>Planned budget (FRW) :</b> 4.196.539.831(This budget of volunteers incentives is covering all planned elections in 2017-2022 i.e Presidential elections of 2017 (1.547.200.000 Frw), Deputies elections of 2018 (1.206.805.120 Frw), Senators elections of 2019 (58.107.269 Frw), Abunzi elections of 2020 (46.387.520 Frw), Local government leaders of 2021 (1.210.836.950 Frw) and By-elections for vacant posts (127.202.972 Frw)					
<b>Responsible :</b> Office of Deputy ES					
<b>PLANNED KEYACTIVITIES</b>					
<b>Activities</b>	<b>Expected results 2017/2018</b>	<b>Expected results 2018/2019</b>	<b>Expected results 2019/2020</b>	<b>Expected results 2020/2021</b>	<b>Expected results 2021/2022</b>
1. Carry out a study on review of upgrade of volunteer's incentives in accordance with current labour market needs and country's financial capabilities					
2. Implement new incentives scales and effective payment management system for volunteers					
<b>5<sup>TH</sup> STRATEGY : ORGANIZING AND COORDINATING PRESIDENTIAL ELECTIONS OF 2017</b>					
<b>Output:</b> Presidential Elections 2017 are well organized and coordinated					
<b>Indicator :</b> The President of the Republic is elected					
<b>Outcome over 5 years :</b> Free, fair, and transparent Presidential Elections 2017 held in line with constitution of the Republic of Rwanda and other laws					
<b>Baseline :</b> New 7 Years Presidential Electoral Mandate to begin in 2017					
<b>Planned budget (FRW) :</b> 3.729.130.218					
<b>Responsible :</b> Office of ES and Deputy ES					
<b>PLANNED KEYACTIVITIES</b>					
<b>Activities</b>	<b>Expected results 2017/2018</b>	<b>Expected results 2018/2019</b>	<b>Expected results 2019/2020</b>	<b>Expected results 2020/2021</b>	<b>Expected results 2021/2022</b>
1. Well coordinate Presidential Elections 2017					
<b>6<sup>TH</sup> STRATEGY : ORGANIZING AND COORDINATING LEGISLATIVE (DEPUTIES) ELECTIONS OF 2018</b>					
<b>Output:</b> Legislative (Deputies) Elections 2018 are well organized and coordinated					
<b>Indicator :</b> 80 Members of Parliament Chamber of Deputies are elected for a 5 year term of office					

<b>Outcome over 5 years :</b> Free, fair, and transparent Legislative Elections 2018 held in line with constitution of the Republic of Rwanda and other laws and New Term of office of Members of Chamber of Deputies begins in 2018					
<b>Baseline :</b> 80 Deputies were elected in 2013					
<b>Planned budget (FRW) :</b> 2.082.545.280					
<b>Responsible :</b> Office of ES and Deputy ES					
<b>PLANNED KEYACTIVITIES</b>					
Activities	Expected results 2017/2018	Expected results 2018/2019	Expected results 2019/2020	Expected results 2020/2021	Expected results 2021/2022
1. Carry out legislative (Deputies) Elections budget mobilization					
2. Well coordinate Legislative (Deputies) Elections 2018					
<b>7<sup>TH</sup> STRATEGY : ORGANIZING AND COORDINATING LEGISLATIVE (SENATORS) ELECTIONS OF 2019</b>					
<b>Output:</b> Senatorial Elections 2019 are well organized and coordinated					
<b>Indicator :</b> 14 Senators are elected for a 5-year term of office					
<b>Outcome over 5 years :</b> Free, fair, and transparent Senatorial Elections 2019 held in line with constitution of the Republic of Rwanda and other laws and New Term of office of Senators begins in 2019					
<b>Baseline :</b> 14 Senators were elected in 2011					
<b>Planned budget (FRW) :</b> 587.529.051					
<b>Responsible :</b> Office of ES and Deputy ES					
<b>PLANNED KEYACTIVITIES</b>					
Activities	Expected results 2017/2018	Expected results 2018/2019	Expected results 2019/2020	Expected results 2020/2021	Expected results 2021/2022
1. Carry out Senatorial Elections budget mobilization					
2. Well coordinate Senatorial Elections 2019					
<b>8<sup>TH</sup> STRATEGY : ORGANIZING AND COORDINATING ELECTIONS OF ABUNZI IN 2020</b>					
<b>Output:</b> Election of Abunzi (Mediators) Committees' members 2020 are well organized and coordinated					
<b>Indicator :</b> 17,948 Members of Mediators committees "ABUNZI" elected at Cell and Sector levels for a 5-year term of office					
<b>Outcome over 5 years :</b> Free, fair, and transparent Abunzi Elections 2020 held in line with constitution of the Republic of Rwanda and other laws and New Term of office of Abunzi begins in 2020					
<b>Baseline :</b> In 2015, new 17 ,948 members of Mediators committees "ABUNZI" elected at Cell and Sector levels					
<b>Planned budget (FRW) :</b> 417.487.680					
<b>Responsible :</b> Office of ES and Deputy ES					
<b>PLANNED KEYACTIVITIES</b>					



Activities	Expected results 2017/2018	Expected results 2018/2019	Expected results 2019/2020	Expected results 2020/2021	Expected results 2021/2022
1. Carry out Abunzi Elections Budget mobilization					
2. Well-coordinate Abunzi Elections 2020					
<b>9<sup>TH</sup> STRATEGY : ORGANIZING AND COORDINATING ELECTIONS OF LOCAL GOVERNMENT LEADERS IN 2021</b>					
<b>Output:</b> Election of Local Government Leaders in local and special councils, 2021 are well organized and coordinated					
<b>Indicator :</b> 274, 146 Local Government Leaders in local and special councils elected					
<b>Outcome over 5 years :</b> Free, fair, and transparent Elections 2021 for Local Government Leaders in local and special councils held in line with constitution of the Republic of Rwanda and other laws and New Term of office of Local Government Leaders begins in 2021					
<b>Baseline :</b> In 2016 new 274,146 Local government leaders elected in both Local and Special Councils from the Village to the District level					
<b>Planned budget (FRW) :</b> 2.358.619.550					
<b>Responsible :</b> ES Office and Deputy ES Office					
<b>PLANNED KEYACTIVITIES</b>					
Activities	Expected results 2017/2018	Expected results 2018/2019	Expected results 2019/2020	Expected results 2020/2021	Expected results 2021/2022
1. Carried out Local Government Leaders 'elections budget mobilization					
2. Well-coordinated Elections of Local Government Leaders in local and special councils 2021					
<b>10<sup>TH</sup> STRATEGY : ORGANIZING AND COORDINATING BY-ELECTIONS FOR VACANT POSTS</b>					
<b>Output/Activity:</b> Prepare and well conduct annually By-Elections for vacant posts in elected organs					
<b>Indicator :</b> Vacant posts are early filled					
<b>Outcome over 5 years :</b> All vacant posts are filled with other elected leaders in all political sectors					
<b>Baseline :</b> 5-10% of Local Leaders replaced every year					
<b>Planned budget (FRW) :</b> 1.189.982.345					
<b>Responsible :</b> ES Office and Deputy ES Office					
<b>SUB TOTAL</b>				<b>19.890.460.458</b>	

As can be observed the above mentioned electoral operations require enough financial resources. To be able to implement them successfully we will ensure prior resources mobilization and procurement procedures are done on time so that every operation is effectively implemented.

**Table n° 7: Planned activities for the fourth specific objective:**

Our forth strategic orientation seeks to improve our institutional and staff capacity development. We will put our focus on enabling professional delivery by equipping our offices with modern and necessary tools. Our staff capacities will also be strengthened especially in regard to NEC mission and objectives.

<b>SPECIFIC OBJECTIVE IV: NEC INSTITUTIONAL AND STAFF CAPACITY DEVELOPMENT STRENGTHENED</b>					
<b>1<sup>st</sup> STRATEGY : PROVIDING NEC WITH ALL TOOLS NECESSARY FOR ORGANIZATIONAL DEVELOPMENT</b>					
<b>Output:</b> IT tools and softwares, office equipment and stationeries procured, maintained and managed efficiently					
<b>Indicator :</b> Percentage of Offices furnished appropriately					
<b>Outcome over 5 years :</b> 100% of NEC offices are appropriately equipped with ICT equipment and other tools and reflect conducive environment for work					
<b>Baseline :</b> Existing NEC offices and equipment					
<b>Planned budget (FRW) :</b> 678.504.300					
<b>Responsible :</b> DAF Unit and Technical Support Unit					
<b>PLANNED KEYACTIVITIES</b>					
<b>Activities</b>	<b>Expected results 2017/2018</b>	<b>Expected results 2018/2019</b>	<b>Expected results 2019/2020</b>	<b>Expected results 2020/2021</b>	<b>Expected results 2021/2022</b>
1. Conduct need assessment of IT tools and softwares and other office equipment and stationeries					
2. Produce required IT tools and softwares and other office equipment and stationeries					
3. Conduct preventive and curative maintenance of IT and other office equipment					
<b>2<sup>nd</sup> STRATEGY : ENHANCING NEC REGULATORY FRAMEWORK</b>					
<b>Output:</b> NEC regulatory framework enhanced					
<b>Indicator :</b> Administrative procedures manual available					
<b>Outcome over 5 years :</b> Administrative procedures of NEC are guided by clearly written administrative procedures manual					
<b>Baseline :</b> Prime Minister’s Order n°115/03 of 08/04/2016 determining the structure of the manual of administrative procedures in public service					
<b>Planned budget (FRW) :</b> 35.560.258					
<b>Responsible :</b> DAF unit and HR Specialist					
<b>PLANNED KEYACTIVITIES</b>					
<b>Activities</b>	<b>Expected results 2017/2018</b>	<b>Expected results 2018/2019</b>	<b>Expected results 2019/2020</b>	<b>Expected results 2020/2021</b>	<b>Expected results 2021/2022</b>
1. Produce draft administrative procedures manual for NEC upon consultations with MIFOTRA and other stakeholders					

2. Complete and approve NEC administrative procedures manual by the Council of Commissioners and the Ministry of Public Service and Labour					
3. NEC administrative procedures manual in force					
<b>3<sup>RD</sup> STRATEGY : ESTABLISHING NEC STAFF SPECIAL CODE OF CONDUCT</b>					
<b>Output:</b> NEC Staff Special Code of Professional Conduct established					
<b>Indicator :</b> A special professional code of conduct for NEC staff approved by Council of Commissioners					
<b>Outcome over 5 years :</b> NEC Staff are guided by high standards and values tailed to the specific mission of NEC in general to enhance sense of ownership and responsibility towards the Institution					
<b>Baseline :</b> Presidential Order N°45/01 of 30/06/2015 establishing the Code of Professional Ethics for Public Servants and Code of Ethics for NEC Volunteers are in place					
<b>Planned budget (FRW) :</b> 65.250.600					
<b>Responsible :</b> Legal Advisory Services in collaboration with ES Office and Deputy ES Office					
<b>PLANNED KEYACTIVITIES</b>					
<b>Activities</b>	<b>Expected results 2017/2018</b>	<b>Expected results 2018/2019</b>	<b>Expected results 2019/2020</b>	<b>Expected results 2020/2021</b>	<b>Expected results 2021/2022</b>
1. Draft a special professional code of conduct for NEC staff and make consultations with stakeholders					
2. Approve a special professional code of conduct for NEC staff by the Council of Commissioners and taught to all NEC staff at Central and Local Levels					
3. A special professional code of conduct for NEC staff is in force					
<b>SUB TOTAL</b>					<b>779.315.158</b>
<b>4<sup>TH</sup> STRATEGY : INCREASE INSTITUTIONAL CAPACITY THROUGH EFFECTIVE STAFFING AND BUILDING TECHNICAL CAPACITIES FOR NEC STAFF IN RELATION TO THE MISSION OF NEC</b>					
<b>Output:</b> Effective staffing of NEC ensured					
<b>Indicator :</b> Number of staff increased on NEC organizational structure					
<b>Outcome over 5 years :</b> NEC new organizational structure implemented					
<b>Baseline :</b> Current organizational structure with 50 job positions					
<b>Planned budget (FRW) :</b> 8.356.750					
<b>Responsible :</b> DAF & HR department					

<b>PLANNED KEYACTIVITIES</b>					
<b>Activities</b>	<b>Expected results 2017/2018</b>	<b>Expected results 2018/2019</b>	<b>Expected results 2019/2020</b>	<b>Expected results 2020/2021</b>	<b>Expected results 2021/2022</b>
1. Draft and submit to MIFOTRA for consultations a proposal of new NEC organizational structure taking into account positioning some NEC staff at district level, and providing required staff at HQ					
2. Approve new NEC organizational structure by Cabinet and gazette it for implementation					
3. Implement new NEC organizational structure implemented					

**5<sup>TH</sup> STRATEGY : ENHANCING NEC STAFF TECHNICAL CAPACITIES**

**Output:** NEC Staff technical capacities in relation to NEC Mission enhanced

**Indicator :** Number of training attended by NEC staff

**Outcome over 5 years :** Capacities of individuals and Institution as whole are enhanced by training provided by international accredited experts

**Baseline :** Civic Education Training provided to NEC

**Planned budget (FRW) :**53.354.800

**Responsible :** HR Specialist service

<b>PLANNED KEYACTIVITIES</b>					
<b>Activities</b>	<b>Expected results 2017/2018</b>	<b>Expected results 2018/2019</b>	<b>Expected results 2019/2020</b>	<b>Expected results 2020/2021</b>	<b>Expected results 2021/2022</b>
1. Draft and submit a proposal on funding Training to NCBS/CESB with focus on these BRIDGE modules: Electoral administration, strategic and financial planning in election management, electoral technology, Gender and Elections, Media and Elections, Voter information and civic education, Electoral dispute resolution management, electoral observation and assistance, electoral systems and legal framework					
2. Invite an internationally accredited Expert on BRIDGE in collaboration with NCBS/CESB, to train specified NEC staff, Phase I (electoral					

technology, Gender and Elections, electoral systems and legal framework)					
3. Invite an internationally accredited Expert on BRIDGE in collaboration with NCBS/CESB, to train specified NEC staff, Phase II (Electoral administration, strategic and financial planning in election management)					
4. Invite an internationally accredited Expert on BRIDGE, in collaboration with NCBS/CESB, to train specified NEC staff, Phase III (Media and Elections, Electoral dispute resolution management, electoral observation, and assistance)					
5. Invite an internationally accredited Expert on BRIDGE, in collaboration with NCBS/CESB, to train specified NEC staff, Phase IV (Electoral security)					

**6<sup>TH</sup> STRATEGY : ORGANIZING AND CARRING OUT STUDY VISITS**

**Output:** Study visits for increasing modernized election management carried out

**Indicator :** 2 study visits conducted

**Outcome over 5 years :** Capacities of individuals and Institution as whole are enhanced

**Baseline :** Several study tours were organized and carried out by NEC staff

**Planned budget (FRW) :** 18.340.740

**Responsible :** HR Specialist service

**PLANNED KEYACTIVITIES**

Activities	Expected results 2017/2018	Expected results 2018/2019	Expected results 2019/2020	Expected results 2020/2021	Expected results 2021/2022
1. Identify 2 high income countries with good reputation of modern election management					
2. Conduct a first technical study visit by NEC specified technical team (Preferably in Botswana or Ghana)					
3. Conduct a second technical study visit by NEC specified technical team (preferably in Singapore or South Korea and Finland)					

**7<sup>TH</sup> STRATEGY : ENHANCING NEC STAFF CAPACITIES**

<b>Output:</b> NEC Staff capacities in relation to public service management enhanced					
<b>Indicator :</b> 2 trainings of all staff on public service management conducted					
<b>Outcome over 5 years :</b> NEC staff are well in line public service management laws and regulations					
<b>Baseline :</b> Recurrent training provided by MIFOTRA and MINECOFIN					
<b>Planned budget (FRW) :</b> 15.125.100					
<b>Responsible :</b> HR Specialist service					
<b>PLANNED KEYACTIVITIES</b>					
<b>Activities</b>	<b>Expected results 2017/2018</b>	<b>Expected results 2018/2019</b>	<b>Expected results 2019/2020</b>	<b>Expected results 2020/2021</b>	<b>Expected results 2021/2022</b>
1. Conduct a training on institutional and individual performance contracting in line with RBM IT system in collaboration with MIFTORA					
2. Conduct a training on key public service laws and regulations in collaboration with MIFOTRA					
<b>SUB TOTAL</b>				<b>95.177.390</b>	
<b>GENERAL TOTAL</b>				<b>25.879.660.021</b>	

It can be seen, through the above-mentioned activities, capacity building of our staff is at the centre. We believe that professional human resources will enable effective attainment of our strategic objectives.

Along with the detailed activities in this table, NEC shall have two cross-cutting strategic actions: (1) Maintaining and increasing partnership and collaboration with national and international stakeholders while upholding due NEC independency and (2) Enhance incorporation of home-grown solutions strategies in electoral processes. These two actions shall accompany all NEC endeavours where applicable, towards delivering on each and every activity.

## **VII. IMPLEMENTATION OF STRATEGIC PLAN OF THE NEC, 2017 TO 2022**

Various players and stakeholders will support in effective implementation of the present strategic plan.

### **VII.1. Role of NEC**

During implementation process of the present strategic plan, the main role of NEC will be implementation through effective coordination of all activities under this strategic plan. This will require special attention regarding preparation of annual actions plan which shall reflect in a systematic manner priority actions set out in the strategic plan. It also falls under NEC main responsibilities to ensure meticulous monitoring and evaluation of implementation of set strategic actions.

### **VII.2. Role of Government**

The Government will provide necessary and sufficient means by providing annual ordinary budget for successful implementation of planned activities.

### **VII.3. Role of Stakeholders of NEC**

It must be recognized that performance of NEC is anchored on collaboration with national and international stakeholders. Permanent collaboration, national and international stakeholders including public and private institutions, civil society and media as well as voters; will facilitate achievement of planned activities. This will be done through conferences and meetings between authorities and/or staff of NEC with various stakeholders to exchange views on implementation of priority actions set out in this document.

## **VIII. FRAMEWORK FOR MONITORING AND EVALUATION OF 2017-2022 NEC STRATEGIC PLAN**

In line with government Results-Based Performance Management framework, this strategic plan suggests implementation of activities through annual institutional annual plans which will also serve as basis for institutional performance contract. Staff performance contracts will also be

strengthened in monitoring their implementation to ensure the implementation of annual action plans.

Planning, monitoring and evaluation office of NEC is expected to play a considerable role of following up on how different responsible players contribute to the achievement of expected results. The Office shall ensure that strategic expected results are well defined in action plans and respective responsibilities at different levels are clear enough. The office shall also ensure that both institutional and staff performance contracts accord with the strategic plan and are well captured in RBM IT system.

To avoid weaknesses identified in the implementation of previous strategic plan and ensure success of the current strategic plan, it will be necessary to take following measures:

#### **VIII.1. Internal meetings and consultations with stakeholders**

For regular monitoring of implementation of this strategic plan, different services of NEC will hold regular meetings and stakeholders' meeting. Meetings to be held are mainly those of the College of commissioners, Management meetings, unit staff meetings, general staff meetings and meeting with stakeholders eg. Media, Political Parties and Organizations, Civil Society, etc. These meetings will offer a good opportunity to resolve challenges encountered by staff and enable moving forward together towards achieving expected results.

#### **VIII.2. Annual evaluation of activities**

At the end of every year, strategic plan actions reflected in annual action plans shall be evaluated in the sense of institutional performance contract. It is understood that every staff performance is critically necessary for better institutional performance, and further strategic plan implementation success.

#### **VIII.3. Mid-term evaluation**

In line with RBM policy, NEC will organize sessions of mid-term evaluation every 6 months for evaluating annual institutional action plans and staff performance contracts. This mid-term evaluation will allow measuring mid-term achievements towards the targeted objectives and will help to improve strategies of implementation in accordance with the level of achievements.

#### **VIII.4. Final evaluation**

The objective of the final evaluation of the strategic plan is to assess the overall situation on results by analysing main factors that contributed to the success and eventually impediments that led to limited performance. The final evaluation shall also be an opportunity to compare achievements of NEC over a long period using Performance Indicators provided by government RBM Policy (Process, Time and Quality).




This evaluation will allow adopting new measures for the success of future strategic plans. The final evaluation will be made during the first quarter of year 2021/2022.


#### **VIII.5. Audit**

In line with the Government New Corporate Governance Policy, the internal audit service of NEC shall produce not only financial but also performance audit reports on quarterly and annual basis while Auditor General Office will audit the use of budget in relation to operations of NEC.

**Table n° 8: Log frame for monitoring and evaluation of planned activities**

N°	Activities	Responsible	Period of time	2017/2018				2018/2019				2019/2020				2020/2021				2020/2022			
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 headed by Director	Director of Unit	Weekly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4.	All staff meeting	ES	Quarterly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5.	Preparation of annual action plan	ES	Annually		✓				✓				✓				✓				✓		
6.	Mid-Term Evaluations of annual actions plans	Deputy 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:**
 : Activities carried out internally by NEC

 : Activities where external stakeholders and resourceful person can be invited
**IX. NEC ESTIMATED BUDGET FROM 2018 TO 2022**

The estimated budget for all the above planned activities is summarized in Table 9 below. In this last summary table, the budget of each activity is considered in line with specific objectives of the strategic plan of NEC.

All activities in total for the next 5 years are also indicated as is done also for the estimated budget for each year.

**Table n° 9: MTEF from 2017 to 2022:**

<b>SPECIFIC OBJECTIVES</b>	<b>2017 - 2018</b>	<b>2018 - 2019</b>	<b>2019 - 2020</b>	<b>2020 - 2021</b>	<b>2021 - 2022</b>	<b>TOTAL BUDGET PER ACTIVITY FOR THE 5 YEARS</b>
<b>1.</b> Entrenching good governance and democratic values through fair, free, and transparent process of election	53,563,400	53,895,410	51,563,750	49,876,900	48,134,685	<b>257,034,145</b>
<b>2.</b> A modern and world-class electoral IT system increasing efficiency and quality service	11,830,900	12,560,340	13,875,600	10,895,200	9,992,460	<b>59,154,500</b>
<b>3.</b> Raising awareness about all citizen's role in country's governance and sustaining a democratic system	859,406,231	983,068,984	984,625,284	979,927,387	991,490,484	<b>4,798,518,370</b>
<b>4.</b> Ensuring respect of democratic principles of freedom, fairness, and transparency	4,205,602,949	3,911,197,455	3,834,017,445	3,900,194,643	4,039,447,966	<b>19,890,460,458</b>
<b>5.</b> Providing NEC with all tools necessary for organizational development	101,862,736	159,140,534	185,627,037	168,625,338	164,059,513	<b>779,315,158</b>
<b>6.</b> Building technical capacities for NEC staff in relation to the mission of NEC	18,968,700	19,035,478	19,879,600	18,987,500	18,306,112	<b>95,177,390</b>
<b>TOTAL BUDGET PER ANNUM</b>	<b>5,251,234,916</b>	<b>5,138,898,201</b>	<b>5,089,588,716</b>	<b>5,128,506,968</b>	<b>5,271,431,220</b>	<b>25,879,660,021</b>

## **X. CONCLUSION**

The Present Strategic Plan is a guiding tool that sets out clearly future commitments of the National Electoral Commission (NEC) in a bid to deliver on its mandate of organizing and conducting elections. It constitutes a comprehensive document that will guide both institutional and individual actions and performances. It shall not be used as a static document; instead it may be updated to include emerging priorities falling under the portfolio of NEC over the course of its implementation.

Activities planned for the next 5 years for NEC, build on existing achievements and will come to strengthen them. They put emphasis on areas which require further streamlining for effective election management. Those include among others, strengthening IT usage in the preparation and conduct of elections, fostering voter civic education and emphasizing the role of gender balance in election management. All these together with other planned activities are geared towards strengthening and sustaining democracy through free, fair transparent and regular elections.

All activities planned in this strategic plan will be achieved. Mechanisms for monitoring and evaluating activities under this strategic plan are in place and pledge successful attainment of expected results. Combination of usual efforts by authorities, staff and stakeholders of NEC will serve as a back bone for successful implementation of this strategic plan.