NATIONAL ELECTORAL COMMISSION
Free and Fair Elections

MID TERM EVALUATION REPORT OF NATIONAL ELECTORAL COMMISSION (NEC) STRATEGIC PLAN, 2022-2027

CHAIRPERSON'S FOREWORD

The National Electoral Commission (NEC) of Rwanda plays a pivotal role in ensuring the integrity, transparency, and inclusiveness of the electoral processes in the country. As an independent body tasked with overseeing the organization and management of elections, NEC is central to strengthening democracy, promoting good governance, and ensuring that the voices of Rwandans are heard and respected through free and fair elections. This Mid-Term Evaluation is a key component of NEC's continuous commitment to self-assessment, transparency, and the improvement of its services. It is designed to assess the effectiveness of the commission's work in the first half of its operational term, to identify achievements, and to address challenges encountered in carrying out its duties. The evaluation process provides a critical opportunity for NEC to reflect on its strategies and methodologies, assess its impact on the electoral process, and make adjustments as necessary to enhance its performance in the remaining years of its mandate. It also serves as an important tool for promoting accountability to the Rwandan people and our international partners, reinforcing our commitment to democratic values and the rule of law.

As we reflect on the achievements to date and the challenges ahead, it is clear that the work of the NEC is critical in safeguarding Rwanda's democratic trajectory. The recommendations and insights drawn from this evaluation will guide us in enhancing our services, fostering greater public trust, and ensuring that future elections continue to reflect the will and aspirations of the people of Rwanda.

We extend our gratitude to all stakeholders who have participated in this evaluation process. Their contributions are invaluable to shaping the future of Rwanda's electoral system and further advancing our collective commitment to democracy and development.

Kigali, 24 March 2025.

GASINZIGWA Oda
Chairperson of the National Electoral Commission

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EXECUTIVE SUMMARY

The National Electoral Commission (NEC) is responsible for organizing, supervising, and conducting free, fair, and transparent elections in Rwanda. Established to promote democratic governance, NEC plays a vital role in strengthening electoral processes that uphold citizens' rights to participate in choosing their leaders. The NEC's strategic plan for 2022–2027 outlines ambitious goals focused on improving electoral systems, increasing voter participation, and enhancing institutional capacity to support transparent elections.

As NEC progresses through this five-year strategic plan, a mid-term evaluation is essential to assess how effectively NEC is meeting its objectives, identify key achievements and successes, lagging behind targets, challenges encountered during implementation and possible solutions to the challenges and recommendations to scale up the implementation progress for attainment of the effectiveness of the current strategic plan.

This evaluation report provides insights on the status of the NEC Strategic Plan 2022-2027 implementation progress that will boost existing efforts to speed up the performance in implementing the NEC strategic interventions toward achieving the set targets for five (5) years.

The purpose of this mid-term evaluation was to review the progress toward achieving NEC's strategic goals, measuring the effectiveness of implemented initiatives, and guide necessary adjustments. By aligning with Results-Based Management (RBM) principles and framework, this mid-term evaluation examined how NEC's activities are contributing to its objectives and identify gaps that require intervention to achieve the desired outcomes by 2027.

This mid-term evaluation used a methodology embedding a participative approach that include Focus Group Discussions (FGDs) through consultative meetings, Key Informants Interviews (KIIs) with NEC Senior Management and key technical staff and senior representatives of partner government institutions. In addition, a desk review technique has been used to explore various documents including NEC annual reports. Moreover, the used methodological approach during this mid-term evaluation tackled three major parts summarized as (1) a "classical evaluation exercise", (2) a "case-based approach" and 3) a "lessons-learnt-cum- identification".

Results of the mid-term evaluation of the NEC Strategic Plan 2022-2027 indicated that from July 2022 up to June 2024, the National Electoral Commission carried out various activities mainly related to elections such as the establishment, amendment and review of electoral legal instruments, preparing and conducting six (6) various elections, conducting civic education on elections that reached out to 83,637 electoral volunteers and members of the Electoral Civic Education Coordination Committees, preparation and distribution of 578,244 educational materials on elections, conducting evaluations of 70,212 electoral volunteers, conducting an

assessment of the civic education curricula and leveraging technology in electoral activities particularly through the development of Rwanda Elections Information and Management System (REIMS). In the framework of preparation for the presidential and parliamentarian elections of 2024, a number of 9,071,157 of eligible voters have been registered including 77,138 voters from the diaspora to participate in elections of 2024.

Moreover, during both fiscal years, the National Electoral Commission carried out other routine activities supporting electoral activities as well as its functioning like procurement of equipment and services, awareness of its activities, planning, monitoring and evaluation, financial and human resources management contributing in the institutional capacity building including the recruitment of 73 support staff members in 2023-2024 and horizontal promotion of 17 NEC eligible employees. The The strategic planned activities cost was estimated at RWF25,764,474,081. The realized activities over three years are estimated at RWF18,781,269,332 comparing to planned initiatives of RWF 22,198,274,916 from 2022-2025. The remaining strategies will cost a minimum of Rwf 6,983,204,749 which are estimated at 38.1% over the remaining three years (2025-2027).

Despite considerable achievements realized in 2022-2023 and 2023-2024 relevant to the NEC Strategic Plan 2022-2027, the National Electoral Commission encountered some challenges that hindered its performance towards its ambitious targets in those fiscal years such as the insufficient budget that halted the implementation of some activities, rescheduling the parliamentarian elections to combine them with presidential elections planned in the following year, insufficient human resources, inadequate allowances and benefit to NEC staff members and delay in the development of the Rwanda Elections Management Information System that caused the low budget execution in 2022-2023. However, the National Electoral Commission strategized to find solutions to some of the challenges encountered to cover the gaps and speed up the performance in the following years.

In summary NEC strategic plan 2022-2027 significantly achieved its activities as 90% of interviewed confirmed these achievements. Few activities were not implemented due to the lack of budget where 10% of respondents confirmed not achieved due to the limited funds. This mid-term evaluation provides various recommendations that will be fundamental drivers to ensure the effectiveness during its implementation and avoid delays and failures that may hinder the execution of some planned activities or the attainment of set goals.

LIST OF ACRONYMS AND ABBREVIATIONS

AAEA	: Association of African Election Administrations
AU	: African Union
EALA	: East African Community Legislative Assembly
ECOWAS	: Economic Community of West African States.
EISA	: Extended Industry Standard Architecture
ERTS	: Election Results Transmission System
FAQs	: Frequently Asked Questions
FGDs	: Focus Group Discussions
ICGLR	: International Conference on the Great Lakes Region
IDEA	: International Institute for Democracy and Electoral Assistance
IEC	: Information, Education and Communication
KIIs	: Key Informants Interviews
KPI	: Key Performance Indicator
LMS	: Learning Management System
M&E	: Monitoring and Evaluation
MIFOTRA	: Ministry of Public Service and Labour
MINADEF	: Ministry of Defense
MINAFFET	: Ministry of Foreign Affairs and International Cooperation
MINALOC	: Ministry of Local Government
MINIJUST	: Ministry of Justice
MININTER	: Ministry of Interior
NEC	: National Electoral Commission
NFPO	: National Consultative Forum of Political Organizations
OSESG-GL	: Office of the Special Envoy for The Great Lakes
PRIMATURE	: Office of the Prime Minister
RBM	: Result-Based-Management
RECEF	: Réseau des Compétences Electorales Francophones
REIMS	: Rwanda Election Information and Management System
RGB	: Rwanda Governance Board
RLRC	: Rwanda Law Reform Commission
RPF	: Rwanda Patriotic Front
SI	: Strategic Intervention
SOPs	: Standards Operating Procedures
SRA	: Strategic Results Area
SWOT	: Strengths, Weaknesses, Opportunities, and Threats
ToC	: Theory of Change
ToR	: Terms of Reference
TWG	: Technical Working Group
UNDP	: United Nations Development Programme

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CHAPTER I. INTRODUCTION AND BACKGROUND

1.1. Origin of the National Electoral Commission

The origin of the National Electoral Commission (NEC) is provided for by article 24-c of the Arusha Peace Protocol signed on August 04, 1993, between the Government of Rwanda and the Rwandese Patriotic Front (R.P.F.). The NEC was established by Law N° 39/2000 of November 28, 2000 abrogated by the Law N°31/2005 of 24/12/2005 which has been amended by the Law Nº043/2024 of 06/05/2024 governing the National Electoral Commission. The establishment of NEC is reaffirmed by the Constitution of the Republic of Rwanda of 2003 revised in 2015 and 2023 especially in Article 140.

1.2. Nature of the National Electoral Commission

The NEC is an independent and autonomous institution. Its independence and autonomy are realized in the following:
- Preparing and organizing elections and publishing the results;
- Collaborating with government institutions such as the Office of the President, the Parliament, the Supreme Court and the Ministry of Local Government;
- Developing relationships with National and International organizations and Foreign Mission in Rwanda.

1.3. Mission of the National Electoral Commission

The mission of the National Electoral Commission is to 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.

1.4. Vision of the National Electoral Commission

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.

1.5. Mandate of National Electoral Commission

The National Electoral Commission is mandated to prepare and run the following elections:
- Local Government elections;
- Referendum;
- Legislative elections;

- Presidential elections;
- Any other elections as may be mandated by the law (i.e Gacaca jurisdictions, Conciliators "Abunzi ", Youth and Women Council)
- The National Electoral Commission is also mandated:
- Establish electoral areas (Constituencies);
- Creating Provincial, District and Municipal Commission branches;
- Preparing and conducting Civic and Voter Education Programs;
- Announcing and publishing election results;
- Ensuring that elections are free and fair;
- Carrying out any other electoral activities as provided by law.

1.6. Objectives of the mid-term evaluation

The primary objectives of this mid-term evaluation are to:
1. Assess the extent to which the NEC Strategic Plan 2022-2027 objectives are being achieved.
2. Identify gaps, challenges, and successes in implementation.
3. Evaluate the efficiency and effectiveness of resource utilization.
4. Provide evidence-based recommendations to guide the remaining strategic period.

Table 1: SWOT Analysis

INTERNAL		EXTERNAL	
Strengths	Weakness	Opportunities	Threats
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.
Institutionalizing use of volunteers for the bulk of NEC Work and reliance on the Internal Treasury to fund election process	Records and bulk which delay facilitation fees of volunteers	Institutions willing to form Strategic partnerships for leveraging thematic	Limited budget allocation to facilitate prioritized ICT processes
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
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		Migration of voters from one place to another due to economic pull and push factors like education and employment

Strengths	Weakness	Opportunities	Threats
Partnerships and collaboration built with stakeholders for instance NEC relationship with political parties & organizations & contestants	disability by election officials.		Limited understanding of leadership roles and responsibilities in the elective posts.
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	
Possession of well-equipped IT Department	Inadequate capacity building for staff	The high demand for innovation and technology gurus	

Strengths	Weakness	Opportunities	Threats
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 Standards Operating procedures to back-up- the NEC-Operations and procedures	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, etc	
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.	Climate change effects: e.g. disasters from heavy rains, damaged roads and pandemics
Strong institutional memory backed by long serving staff members.	Lack of incentives for volunteer electoral personnel		

CHAPTER II: METHODOLOGY

The approach for this mid-term evaluation has been systematic and evidence-based. Both qualitative and quantitative methods were employed to ensure a holistic assessment of the NEC's strategic objectives and operations. Quantitative data were collected with a desk research approach while qualitative data were collected through Key Informants Interviews (KIIs) among NEC commissioners, staff, election volunteers and stakeholders and Focus Group discussions (FGDs).

2.1. Evaluation framework

The evaluation of the NEC's Strategic Plan used the **Results-Based Management (RBM) framework** in accordance with the Theory of Change (ToC). These frameworks allowed to assess the outputs, outcomes, and impacts and examine assumptions behind the NEC's objectives.

2.1.1. Results-Based Management (RBM)

Results-Based Management (RBM) is a strategy for improving performance and achieving outcomes by focusing on specific results throughout the implementation of the NEC Strategic Plan. In the context of the NEC mid-term evaluation, RBM helps ensure that all activities, outputs, and outcomes are aligned with NEC's strategic objectives, contributing to a transparent and effective electoral process(Table 1 and see Evaluation Matrix excell).

Table 2: NEC Strategic Plan Evaluation Matrix

SRA/Pillar | SO | Priority | Outcome | Output |	Indicator	Units	Baseline (2021/22)	Targets (2022-27)	Implementation Status		Achievements Percentage	Descriptions		Baseline	Annual Targets			Budget	Responsible
					2022/23	2023/24		2022/23	2023/24	2023/24	2024/25	2025/26	2026/27		
I. Ensure voters, political parties and other key stakeholders" satisfaction in democracy and electoral processes															
KEY PILLAR I: Improvement of Election Management Processes and Procedures															
SO:To enhance systems and processes in election management															
Adopted Strategies (AS)-01: (i) Surveys and dissemination of results (ii) Continuous Registration of diaspora voters (iii) Interagency collaboration (iv) Periodic audit of voter registers															
Outcome 1.1: Enhanced efficiency in Electoral processes															
Strategic Interventions (SI): (i) Surveys and dissemination of results															
Output I.Conduct surveys and dissemination of resultas	Compliance to election management processes and procedures in terms of Knowledge, Attitudes and Practice (KAP)	Number													College of Commissioners, Legal Advisory Services in collaboration with ES Office
Activity I: Update of legal frameworks on electoral processes		Rwf		14,475,329,354											14,475,329,354
Activity 2: Upgrade ICT tools and systems		Rwf													0
Activity 3: Review of procedure manual for voter registration		Rwf													0
Activity 4:Continuous registration of voters		Rwf													

Source: Consultant, 2025

Key components considered under RBM approach:

- **Specific Objectives (SO)**: with RBM, objectives embedded in Strategic plan were examined to see whether they are clear, measurable and specify what NEC aims to achieve, such as enhancing systems and processes in election management.
- **Indicators and Targets**: Each specific objective is accompanied by specific, measurable indicators (compliance to election management processes and procedures in terms of

Knowledge, Attitudes and Practice (KAP)) and targets that provide a benchmark for success.

- **Monitoring and Adjustments**: RBM involves ongoing monitoring to track progress. Whether NEC's activities are not meeting the expected results, adjustments are made to realign actions with objectives.
- **Evaluation and Learning**: At key stages (like this mid-term evaluation), RBM was used to assess the extent to which objectives are met, allowing NEC to learn from successes and challenges to inform future strategic directions.

2.1.2. Theory of Change (ToC)

The **Theory of Change (ToC)** is a tool for mapping out the path from activities to desired outcomes by illustrating the underlying assumptions and causal linkages. For NEC, the Theory of Change helps clarify how its strategic initiatives are expected to lead to the goals in the 2022–2027 Strategic Plan, such as enhanced voter engagement and strengthened electoral systems(Table 2).

Table 3: Theory of Change

Result statements in the Theory of Change	Definition
Goal	This described the overall objective or desired result to be achieved by NEC
Priority Area	The strategic focus of initiatives that contribute to the achievement of a goal
Outcomes	Medium to long-term impact resulting from the implemented interventions. A combination of outcomes contributes to the achievement of the NEC priority areas.
Strategic interventions	Major activities that were carried out to achieve the desired outcomes

Source: Consultant, 2025

Core Elements of ToC:

- **Identifying Long-Term Goals**: NEC's long-term goals, such as increased voter confidence and transparency in electoral processes, are established as the end-point.
- **Mapping Pathways**: The ToC outlines a sequence of intermediate outcomes that must occur for NEC to achieve its long-term goals. For example, a pathway might involve training staff in electoral management, which leads to better service delivery, ultimately resulting in higher voter satisfaction.

- **Assumptions and Risks**: Each pathway included assumptions about what needs to be true for progress to occur. For instance, one assumption might be that increased staff training will improve service. Risks to achieving outcomes, like insufficient funding, are also considered.
- **Indicators and Measurement**: ToC identifies indicators for each step to monitor progress toward the ultimate goal, providing a foundation for assessing the effectiveness of each part of the strategy

2.2. Data collection tools

The methodological approach used in the Mid Term evaluation of NEC Strategic plan embedded three parts summarized as 1) a "**classical evaluation exercise**", 2) a "**case-based approach**" and 3) a "**lessons-learnt-cum- identification**" Questionnaires (KIIs and FGDs).

2.2.1. The classical evaluation

This evaluation process focused on **relevance**, **effectiveness**, **efficiency**, **sustainability** and **strategy and policy analysis**, including **indications of results**, **outcomes** and **possible impact**. To a large degree, this part was based on desk review information supplemented with observations from the field, apart from an outcome and impact analysis. To the extent possible, the evaluation compares the targeted results with those achieved.

2.2.2. The case-based evaluation

The case-based evaluation was used for the impact assessment. This focused on the systematic generation and analysis of cases (sometimes known as case studies or stories of change). Cases were based on any unit of analysis, such as people, communities, projects, programs, institutions, policies, or events. Field assessment (1 field visit per Province including the City of Kigali) was dedicated to analyzing NEC Strategic Plan implementation results, enabling factors, challenges and opportunities for future Strategic interventions.

2.2.3. Lessons learnt-cum-identification

The assessment will include a forward-looking perspective (**evaluation focused on lessons learnt-cum-identification**), where recommendations for the future NEC Strategies are outlined, based on the lessons identified in both the **classical evaluation** and the **case-based evaluation**. The part on upcoming interventions include main areas, strategies and methods that can be applied to strengthen intervention. Likewise, considerations regarding implications for possible organizational set-up and staff are also included.

2.2.4. Quantitative data collection

The use of desk research while looking on NEC annual reports, publications as well as existing Strategic plan have been used. The data were collected from NEC departments to inform on the current status on the strategic plan implementation arrangement.

2.3. Qualitative data collection

2.3.1. Key Informants Interviews

Key Informant interviews were conducted with NEC senior management, technical staff and senior representatives of partner government institutions.

Table 4: Key informants interviewed

Institution	Number of Senior Representatives Interviewed
NEC	15
MINALOC	1
GMO	1
RGB	1
NFPO	1
NWC	1
Total	**20**

These interviews gathered insights on challenges, successes, and areas for improvement. The following table indicates the number of key informants interviewed and the institutions they represented (Table 4). 20 Interviewees have discussed and demonstrated their view on NEC Strategic plan key pillars. 90% of the Interviewees 18/20 have pointed out a challenge of low number of NEC Staff to implement strategic activities. 50% have confirmed that NEC Key strategic pillars such as Civic Education need to be started almost 6 months before the election to allow sufficient time to understand NEC elections related activities. 10% of interviewees have pointed out activities in by-elections which are not yet implemented. They suggested to provide sufficient time of strategic activities implementation to include civic education and capacity building of staff in election management and processes, conducting by-elections activities as planned.

2.3.2. Focus Group Discussions (FGDs)

Photo: by JD AND ASSOCIATES CONSULTANCY Ltd, NEC City of Kigali-FGD

FGDs have been organized to understand the perceptions and experiences of NEC staff and stakeholders regarding the strategic plan's implementation and effectiveness. This approach fosters in-depth discussions and identifies trends across different participant groups (Table 5).

Table 5: Focus Group Discussions conducted

Institution	FGDs participants
NEC Stakeholders in Southern Province	14
NEC Stakeholders in Eastern Province	6
NEC Stakeholders in Western Province	14
NEC Stakeholders in Northern Province	6
NEC Stakeholders in the City of Kigali	9
Total	**49**

Different team members from NEC stakeholders in North, East, South and Western Provinces have conducted focus groups discussions to assess current achievements of NEC Strategic interventions. This approach was combined with desk review to compare the planned outcomes and achievements. In summary NEC strategic plan significantly achieved its activities as 90% of interviewed confirmed these achievements. Few activities were not performed or implemented due to the lack of budget where 10% of respondents confirmed not achieved due to the limited funds. They suggested to implement these activities in the remaining period of the NEC strategic plan 2024-2027. We used desk research to cross-check these activities which have not implemented while analysis the cause.

2.3.3. Desk Review/ Documentation

A comprehensive review of relevant documents, including NEC's annual activities reports, progress reports, previous evaluations, and policy papers such as laws and regulations as well as instruments, publications and other related literature was conducted to understand the current strategic context(Fig.1) as well as the status of strategic activities implementation.

Figure 1: Strategic Plan Assessment Process

Source: Consultant, 2025

2.5. Qualitative data analysis

In-depth interviews, specifically Key Informants Interviews (KIIs) with relevant stakeholders and Focus Group Discussions-FGDs[1] with NEC staff and key stakeholders, detailed write-ups for each KIIs and FGDs conducted were produced containing information used in assessing the NEC Strategic Plan achievements.

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[1] A focus group discussion involves gathering people from similar backgrounds or experiences together to discuss a specific topic of interest. It is a form of qualitative research where questions are asked about their perceptions attitudes, beliefs, opinion or ideas.

CHAPTER III: MID-TERM EVALUATION RESULTS

The mid-term evaluation of the NEC Strategic Plan 2022-2027 was conducted based on three (3) strategic results areas embedding five (5) key pillars. The strategic result area one (1) that aims to ensure voters, political parties and other key stakeholders' satisfaction in democracy and electoral processes embeds three (3) key pillars namely (1) Improvement of Election Management processes and procedures; (2) Integration of Information Communication Technology in Election Management; and (3) Civic Education to support Election process; the strategic result area two (2) that aims to strengthen Institutional Capacity Development embeds one key pillar related to Organizational Capacity Development whereas the strategic result area three (3) that aims to facilitate Learning and Knowledge Management embeds one key pillar related to networking and collaboration.

3.1. Relevance of NEC Strategies

The mid-term evaluation examined the implementation progress of set goals with regard to the results chain starting from the assessment of the realization of the planned activities resulting to the achievement of the outputs contributing to the realization of the outcomes triggering the attainment of the expected strategic results. Following achievements from 2022-2024 demonstrate the relevance of NEC strategies. These activities were planned and achieved with clear objectives. The findings show the consistency with voters and staff requirements, country needs, and institutional priorities and policies, as well as coherence in achieving NEC objectives.

3.2. Linkage of National Electoral Commission (NEC) with NST2

NEC Strategic plan 2022-2027 is directly linked with Priority Area 45 (PA-45) of the National Strategy for Transformation (NST2) by enhancing citizen participation, fostering transparency, ensuring accountability, and strengthening governance systems. By managing credible elections, promoting civic education, ensuring inclusivity, and facilitating feedback mechanisms, NEC directly contributes to PA-45's goals of improving service delivery and contributing to national transformation (NST2, 2024). Following are key NEC Roles and linkage to PA-45 of the National Strategy for Transformation (NST2).

Promoting Civic Engagement and Informed Participation

NEC's Role: One of the primary functions of NEC is to ensure a fair and transparent electoral process, which encourages citizens to actively engage in the political process. This directly supports the **citizen participation** aspect of PA-45. **Linkage to PA-45:** By organizing regular, transparent elections, NEC helps to create a platform for citizens to participate in decision-making at various levels of government. This is aligned with the goal of PA-45, which seeks to enhance the effectiveness of existing citizen

participation spaces, ensuring that the people have a meaningful role in shaping their government and influencing policies.

Transparency and Accountability in the Electoral Process

NEC's Role: NEC's responsibilities include the monitoring of electoral processes, ensuring fairness, and upholding the integrity of elections. It works to eliminate electoral fraud, improve the transparency of vote counting, and ensure that election results are credible. **Linkage to PA-45:** One of the key principles in PA-45 is **strengthening transparency and accountability** in governance and service delivery. NEC contributes to this by providing a transparent election process, which in turn strengthens the legitimacy of elected leaders and holds them accountable to the citizens they represent. This creates an environment where government actions are closely scrutinized by the public, helping to foster a culture of accountability.

Strengthening Democratic Governance and Institutional Integrity

NEC's Role: NEC plays a vital role in ensuring that Rwanda's electoral system functions with integrity, reliability, and inclusiveness. The Commission works closely with other institutions to ensure that voter registration, election campaigns, and polling processes are accessible and transparent. **Linkage to PA-45:** PA-45 highlights the need for **effective citizen engagement** to improve service delivery. By providing a fair and credible electoral process, NEC contributes to strengthening democratic governance and institutional integrity. Effective elections lead to accountable governance, as leaders who are elected fairly are more likely to be responsive to citizens' needs and demands for better services.

Civic Education and Empowerment

NEC's Role: NEC actively engages in civic education campaigns that aim to inform citizens about their rights and responsibilities in the electoral process. This includes educating voters on how to participate in elections and why their vote matters. **Linkage to PA-45:** PA-45 prioritizes enhancing citizen participation, and **civic education** is a vital part of this. By informing the public about the electoral process, NEC empowers citizens to make informed choices, participate in civic duties, and demand accountability from elected leaders. This links directly to enhancing the mechanisms for citizen participation and strengthening the transparency and accountability of the governance system.

Inclusive Political Participation

NEC's Role: NEC ensures that elections are inclusive and represent all segments of society, including vulnerable groups such as women, youth, and people with disabilities. The Commission works to facilitate broader participation and representation within the electoral system. **Linkage to PA-45:** PA-45 calls for the enhancement of participation spaces for all citizens, ensuring inclusivity and equal representation. NEC's efforts to include all Rwandans in the electoral process directly align with this priority area by ensuring that democratic processes are accessible to everyone, especially vulnerable populations.

Collaboration with Local Governments and Institutions

NEC's Role: In managing elections, NEC works closely with local government authorities, civil society organizations, and other stakeholders to ensure effective election management and transparent voter engagement. **Linkage to PA-45:** PA-45 also emphasizes the importance of **collaboration between citizens and government institutions** to improve service delivery. NEC's collaboration with local governments in managing elections strengthens the relationship between citizens and their local institutions. This fosters trust and a shared responsibility in ensuring better governance, service delivery, and accountability.

Feedback Mechanisms and Public Trust

NEC's Role: NEC implements systems to address voter complaints, monitor election outcomes, and ensure that all election-related grievances are addressed. This feedback loop is crucial for maintaining public trust in the electoral system. **Linkage to PA-45:** One of the objectives of PA-45 is to enhance **mechanisms for citizen feedback** to improve governance. By ensuring that voters' concerns and complaints are taken seriously and addressed, NEC helps to build trust in the system. This, in turn, contributes to greater transparency and accountability, as citizens feel that their voices are being heard and their concerns are being addressed by the authorities.

3.3. Mid-term Achievements of the Strategic Plan 2022-2027

The Strategic Plan of the National Electoral Commission is planned for 5 years from 2022/2023 up to 2026/2027. This mid-term evaluation covers a period of 2 years effective from 2022/2023 to 2023/2024 fiscal years. Therefore, the mid-term evaluation results will reflect achievements realized during that period. However, explicit achievements accomplished in 2024/2025 fiscal year will not be overlooked even though the reporting of the entire year is not compiled yet.

3.3.1. Strategic Results Area 1: Ensure voters, political parties and other key stakeholders' satisfaction in democracy and electoral processes

3.3.1.1. Key pillar 1: Improvement of Election Management processes and procedures

The first key pillar of the NEC Strategic Plan 2022-2027 embeds a strategic objective that consists of enhancing systems and processes in election management that will be realized through the outcome of enhanced effectiveness and efficiency in electoral processes. This outcome will be realized through various outputs and strategic interventions discussed in the following sections.

> **Strategic intervention (SI) 1: Conducting surveys and disseminate their results**

Effective research and development for evidence-based planning and implementation of processes is among the critical strategic drivers of this strategic plan. In this framework, it was planned to conduct 2 surveys in 2 first years. However, in both years, no survey has been conducted yet.

➤ **SI 2: Update of legal frameworks on electoral processes**

Legal frameworks are essential tools for the entire electoral process from the organization and conduct of each election. Under this strategic plan, the NEC planned to review, modify or amend 2 legal instruments in the first 2 years of the strategy timeframe. During the mid-term evaluation, it was realized that 10 legal instruments have been updated as of July 2024 including 2 organic laws, 1 ordinary law, 2 presidential orders and 5 NEC instructions and guidelines. Details are indicated as follow:

▪ **Organic laws:**

i.   The Organic Law Nº 001/2022.OL of 26/08/2022 governing the election of Rwandan Deputies to the East African Legislative Assembly (EALA);

ii. The Organic Law Nº 001/2023.OL of 29/11/2023 amending Organic Law n° 001/2019.OL of 29/07/2019 governing elections.

▪ **Ordinary law**

iii.   The Law N°043/2024 of 06/05/2024 governing the National Electoral Commission

▪ **Presidential orders**

iv. The Presidential Order N° 077/01 of 11/12/2023 relating to elections of the President of the Republic and Deputies;

v.   The Presidential Order No. 059/01 of 16/06/2024 determining the election day and the campaign period for the Senator elections.

▪ **Instructions and guidelines of the National Electoral Commission**

vi.   Instructions No. 01/2022 of 01/09/2022 of the National Electoral Commission determining the conduct of the Elections of the Mediation Committee members;

vii. Guidelines No. 02/2022 of 07/10/2022 of the National Electoral Commission concerning the elections of Rwandan Deputies to the East African Legislative Assembly (EALA);

viii. Instructions of the National Electoral Commission No. 001/2024 of 19/02/2024 governing the 2024 Presidential and Parliamentary elections;

ix.   Instructions N°003/24 of 26/07/2024 relating to 2024 elections of senators; and

x. Instructions N° 002/24 of 26/07/2024 relating to 2024 elections of Councilors of the City of Kigali.

> **SI 3: Preparing and conducting elections**

The mid-term evaluation of the NEC Strategic Plan assessed the preparation and conducting of elections. Therefore, it was found that 6 elections have been conducted from June 2022 up to September 2024. This achievement expresses 150% of the set target of 4 elections in 2 years. Prepared and conducted elections include the following:
   i. Elections of Abunzi committees;
   ii. Elections of Rwandan Deputies to the East African Legislative Assembly EALA;
   iii. Presidential and parliamentarian elections in 2024;
   iv. Senatorial elections in September 2024;
   v. Elections of the Council and Executive Committee of the City of Kigali.
   vi. By-elections prepared and conducted consecutively in 2023/2024 and 2024/2025.

> **SI 4: Continuous registration of diaspora voters**

In the framework of preparation for the presidential and parliamentarian elections of 2024, 9,071,157 of eligible voters have been registered including 77,138 voters from the diaspora to participate in elections of 2024.

> **SI 5: Conducting performance appraisal of election volunteers**

In 2022/2023, the National Electoral Commission conducted a performance appraisal of elections volunteers to assess their performance for ensuring the effectiveness of elections. This assessment was carried out on 70,212 volunteers and recommended to replace 8,021 volunteers, therefore they have been replaced instantly after the assessment.

3.3.1.2. Key pillar 2: Integration of information Communication Technology in Election Management

The second key pillar of the NEC Strategic Plan 2022-2027 embeds a strategic objective that consists of integrating ICT in election management processes that will be realized through the outcome of efficient democratic and electoral processes (input, throughout and output). This outcome will be attained by realizing the output and strategic intervention discussed in the following section.

> **SI 6: Leverage technology in the election management process**

The National Electoral Commission committed to establishing and operationalizing an electronic system aimed at facilitating the preparation and conducting of elections. Under its strategic plan, this intervention was planned to be completed by the 2022-2023 fiscal year. During the mid-term evaluation, it was revealed that the Rwanda Electoral Management and Information System

(REIMS) was developed and operationalized at an average rate of 87.6%. This activity was delayed and it is not yet completed (NEC, 2023). This electronic system is built up of 7 modules, namely:

a. User management;
b. Voters list management;
c. Volunteers management;
d. Elections results management;
e. Elections observers' management;
f. Elections candidates' management;
g. Local leaders' management.

All modules have been developed at various specific levels and the entire system is currently operational although it will continuously be upgraded until it is fully developed and operational (100%). It was planned that these modules which are not completed will be completed in the remaining period of the NEC Strategic plan implementation. The following figure indicates the level of achievement for each of the modules.

Figure 2: REIMS development progress
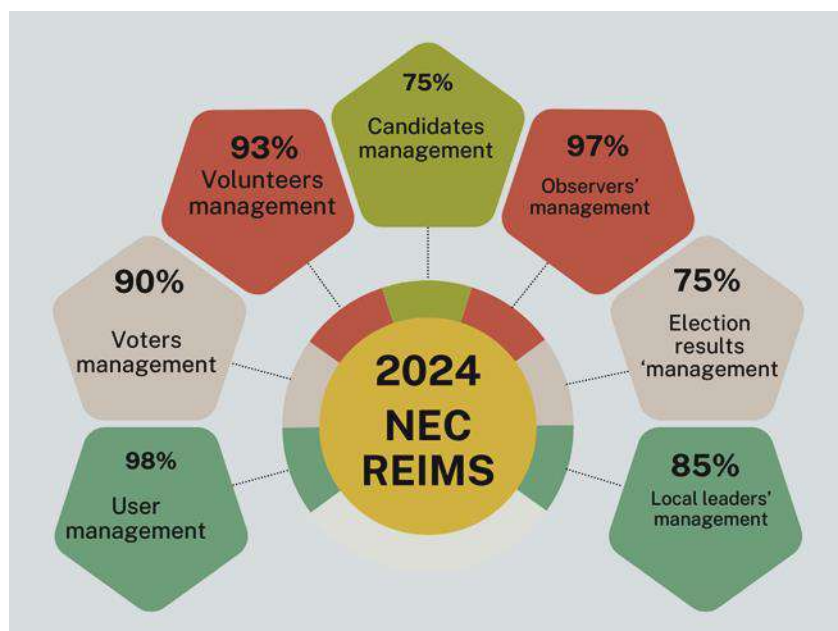
Source: Consultant, 2025

It is of paramount importance to note that the development and operationalization of Rwanda Election, Information and Management System (REIMS) was undertaken in 2023/2024 contrary to what was planned in the strategic plan as it would be developed in the 2022/2023 fiscal year. However, the delay on the side of the contractor deferred its completion till the subsequent fiscal year. This also affected negatively the budget execution of the first fiscal year of the strategic plan as the budgeted amount should not be paid to the contractor without deliverables.

In the second quarter of the 2024-2025 strategic actions, the Commission began a program to use the GSAS (Government Smart Admin System) IT system in its work, as stipulated in the operating instructions of all government agencies. This system will help in daily work, especially in exchanging information and reducing the use of paper.

In addition, using technology and social media to promote the Commission's activities, various announcements and documents were prepared and posted on the Commission's website and on social media platforms, including X (Twitter), Facebook and Instagram.

Key pillar 3: Civic education to support the election process

The third key pillar of the NEC Strategic Plan consists of a strategic objective of continuously engaging with public electoral players and partners in strategic, democratic and electoral and management processes that embeds 2 outcomes namely NEC institutional and staff capacity development strengthened and Informed and engaged citizens and stakeholders in electoral democracy. These outcomes will be attained by realizing various outputs and strategic interventions.

➢ **SI 7: Strengthen corporate governance structures**

During the mid-term evaluation, it was realized that under the first outcome of the third key pillar, only one strategic intervention related to strengthening corporate governance structures with respect to capacity building of NEC staff and commissioners was implemented. In this regard, 32 support staff have been trained on ICT (IDCL), this achievement fall under the target of strengthening the capacity of NEC staff members of the strategic plan. However, capacity building of NEC staff should be continued in other areas of knowledge that are beneficial to the staff and contribute to the realization of the mandate of NEC.

➢ **SI 10: Enhancing civic education program**

The mid-term evaluation of the strategic plan revealed that under the second outcome of the third key pillar, only one strategic intervention related to enhancing the civic education program was implemented thereby 93,889 stakeholders including election volunteers have been trained. In addition, 605,109 civic education materials have been prepared and distributed.Moreover, for enhancing civic education program, other activities have been conducted including:
- Evaluating the progress of the Civic Education program on elections;
- Developing a training program;
- Preparation and distribution of training materials;
- Education and sensitization of the general public on the combined presidential and parliamentary elections, voting effectively and avoiding fraud.

The following tables (Tab.6&7) indicate the categories of election stakeholders including election volunteers who have been trained, their numbers and the number of civic education materials which have been prepared and distributed in different years of the strategic plan implementation.

Table 6: Categories of trained elections stakeholders

2022-2023			2023-2024	
Category of participants	**Number**		**Number**	**Category of participants**
Election materials managers at District and Provincial levels	30		32	Support Workers Electoral Civic Education
Coordination committees	10,165		20,712	Coordinating Committee Electoral Volunteers at Sector
Training of trainers	57		18,789	Site and Ward Levels
Training of election volunteers at Cell and Sector levels on election of Mediation Committees	34,252		9,852	National Councils (Women, Youth, and Persons with Disabilities)
Total	**44,504**		**49,385**	**Total**

Table 7: Civic Education Materials prepared and distributed

2022-2023			2023-2024	
Education Materials Description	**Number of copies**		**Numbers of copies**	**Education Materials Description**
Key points in the laws and instructions governing election of Mediation Committees of 2022	5,186		3,500	Instructions of the National Electoral Commission governing the Presidential and Parliamentary elections
Abridged version of the lecture on Mediation Committees' election	20,023		22,536	Key points in the laws and instructions governing the Presidential and Parliamentary elections
Key points in the laws and instructions governing election of the Rwandan Deputies in EALA	250		29,672	Presidential and Parliamentary Elections Laws, Chamber of Deputies
Abridged version of the lecture on election of Rwandan Deputies in EALA	1,406			Responsibilities, Functions and Conduct of Election Volunteers during Election Periods
The role of stakeholders in effective elections			500,000	The Structure of the Electoral Process in the Presidential and Parliamentary Elections and the Electoral Programme
The role of a citizen in elections, democracy and social welfare	22,536			
Responsibilities, functions and conduct of election volunteers during election periods.				
Total	**49,401**		**555,708**	**Total**

Source: (NEC, 2024)

3.3.2. Strategic Results Area 2: Strengthen Institutional Capacity Development processes

3.3.2.1. Key pillar 4. Organizational Capacity Development

The fourth key pillar of the strategic plan consists of a strategic objective aligned to enhancing the capacity of the Commission in general programs and Institutional Management that will be attained by the outcome of strengthened Institutional effectiveness which will be further achieved through various outputs and strategic interventions.

During the mid-term evaluation of the strategic plan, it was found that, under its fourth pillar, only one strategic intervention has been implemented. That is related to conducting periodic M&E and audits thereby out of 2 evaluations planned to be undertaken on NEC Strategic Plan 2022-2027, one (1) mid-term assessment is undertaken to express 50% vis-à-vis the target. Moreover, it is planned to conduct 2 annual audits of NEC on State finances in the first two years of the strategic plan implementation. In this regard, 4 annual audits of NEC have been conducted by both the internal auditor and the Office of Auditor General for States Finances. This achievement reflects the double vis-à-vis the target of 2 years and 80% of the total target of the strategic plan.

3.3.3. Strategic Result Area 3: Facilitate Learning and Knowledge Management processes

3.3.3.1. Key pillar 5. Networking and Collaboration

NEC has contributed to strengthening partnerships and collaboration with various stakeholders, during the mid-term evaluation of the strategic plan, following activities have been achieved:

1) Collaboration between the Commission and other institutions Visitors from all over the world were welcomed, in particular the Minister of Women's Development of Liberia and the delegation she led, who had come to Rwanda on a study tour to visit the Commission. At the invitation of the Organization of French-speaking Countries (OIF), the National Electoral Commission was represented by NEC Commissioner from 15-20/11/2024 in the activity of observing the elections of Members of the National Assembly in Senegal.
2) In the first quarter of the year 2024-2025, visitors from all over the world were welcomed, including election observers, Senatorial candidates, and Mayors from Cameroon who came on a study tour to Rwanda.
3) In terms of relations with other election management institutions, the Chairperson of the Commission attended the AAEA meeting held in Ghana from 04-07/08/2024 on the establishment of the Forum of Women Chairpersons of Electoral Commissions in Africa.
4) NEC has engaged with academic institutions to raise awareness about electoral processes in June 2024. At the international level, the National Electoral Commission participated from 1-3/11/2023 in the Plenary Session of the Association of African Election Administrations

(AAEA) and the conference to adopt the document on the use of social media in elections in Africa "Principles and Guidelines for use of Social media in elections in Africa" prepared in collaboration with the African Union (AU) and AAEA.

5) At the national level, the Commission held meetings during the preparations for the Presidential and Parliamentary elections, with various stakeholders in the electoral process, including political parties, non-governmental organizations, religions and churches, security agencies, the National Human Rights Commission, National Councils and Local Governments.

6) The NEC Vice Chairperson attended a Conference on the theme "Enhancing the integrity and inclusivity of electoral process in ICGLR members" from 25-28/10/2022 at Dar- es Salaam- Tanzania

7) The NEC Executive Secretary (ES) has contributed in Monitoring the General Elections in Kenya from 07-13/08/2022 under the East African Community (EAC) partnership. In addition, the ES attended a Conference on the theme "Gender Equality and Women's Leadership in Electoral Management in ICGLR Member States" from20-23/11/2022 under LMRC& ICGLR& OSESG-GL, Nairobi, Kenya

8) The NEC Commissioner has attended the Conference on "Advice on voting methods that facilitate participation and strengthen trust" ("Voting methods to facilitate electoral participation and preserve trust") from 22-26/05/2023 at Paris France

3.4. NEC Strategic Activities to be implemented 2025-2027

The mid-term evaluation of the strategic plan unleashed the NEC strong commitment to implementing its planned interventions for the five years effective from 2022 compelling to achieving its aspirations embedded in the current strategic plan. However, a deep analysis conducted during this mid-term assessment revealed some strategic interventions that need to be implemented triggering delays to achieve set targets on different outputs. The following sections discusses various activities which need to be implemented in the next Strategic plan period:

SRA 1. Ensure voters, political parties and other key stakeholders' satisfaction in democracy and electoral processes

Key pillar 1: Improvement of Election Management Processes and Procedures

Under the first strategic area, the first key pillar, the mid-term assessment revealed that only one strategic intervention has not been implemented yet:

Conducting surveys and disseminating their results. This important key strategic action as it aims to gather feedback, assess public perception, and improve the credibility and effectiveness of electoral processes. The survey objectives should include and not limited to:

1. Measuring voter awareness or satisfaction with NEC services
2. Assessing voter turnout motivations and barriers

3. Gauging trust in the electoral process
4. Evaluating the effectiveness of voter education campaigns

Key pillar 3. Civic Education to support election process

Under the first strategic area, the third key pillar, the mid-term assessment revealed that the following interventions have to be continued:

1. Strengthen the corporate governance structures, particularly the Training of NEC Commissioners;
2. Upgrade ICT tools and systems including development of e-learning platform and materials; development of education curricula; development and adopting the policy on the use of electoral technology. This will allow the Rwanda National Electoral Commission (NEC) to enhance service delivery, voter education, internal capacity building, and data management across all electoral phases. A proposed roadmap for how NEC can perform this strategically and sustainably is to **Assess** Current ICT Infrastructure and Needs by Conducting a Tech Audit: to inventory current ICT tools: hardware, software, databases, networks. And Identify gaps in: Data security, Speed and reliability of data transmission, Voter registration tools, Communication platforms, Training delivery (e.g., no digital training systems). **Define Priorities:** to include: Real-time election result transmission, Digital tools for voter registration and complaint management and Online training systems for staff and stakeholders. **Upgrade ICT Tools and Systems** should follow key phases**:**

   a) Modernize Core Election Systems: Biometric Voter Registration (BVR): Upgrade fingerprint or facial recognition tech. **Election Results Transmission System (ERTS)**: Use secure cloud-based or mobile solutions to speed up vote counting/reporting. **Voter Database Management**: Improve data accuracy and protection using encryption and access controls.

   b) Digital Complaint and Feedback Systems: Develop a **web/mobile complaint platform** to allow voters and observers to report issues and Include SMS or USSD-based options for rural areas with low internet.

   c) NEC Website & Digital Communication: Improve accessibility, speed, and multilingual support and add features like: Chatbot for common voter FAQs, Interactive election calendar, Live dashboard for results

   d) Develop an E-Learning Platform for Electoral Education To provide **digital training** for: NEC staff and temporary workers**,** Electoral observers**,** Political party agents**,** Teachers/students**,** The general public**.** This will involve **choose a Platform:** Use an open-source Learning Management System (LMS) like: **Moodle** (customizable, free)**, Google Classroom** (for simple setups)**, TalentLMS** or **Canvas** (for richer UX) **b) Develop E-Learning Materials:** Create engaging, multimedia-based content including: Short video lessons (with animations or real people)**,** Infographics and slides**,** Interactive quizzes**,** PDF handbooks**,** Virtual simulations of voting and polling station setup**. Course Topics Might Include:** Electoral process overview**,** Roles of polling staff and observers**,** Voter rights and responsibilities**,** how to identify electoral fraud**,** Use of electoral ICT tools (result systems)**. Localize and Translate:** Translate all materials into **Kinyarwanda**, English, and French. Include

sign language videos and **screen-reader-friendly PDFs** for accessibility. **Train the Trainers:** Provide specialized courses for NEC trainers, district officers, and civic educators to help roll out the platform. **Ensure Offline Access:** Offer downloadable content for remote areas. Consider integrating with offline-capable devices (like tablets or USB kits) during election periods. **Cybersecurity and Data Protection:** Implement strong cybersecurity protocols (firewalls, access control, encryption). Train staff on digital hygiene and Comply with **Rwanda's Data Protection Law**.

3. **Develop Standard Operating Procedures (SOPs) in electoral processes**: Developing Standard Operating Procedures (SOPs) and reviewing the NEC Service Charter are key steps toward professionalizing and standardizing the Rwanda National Electoral Commission's operations to ensure transparency, consistency, accountability, and quality in electoral service delivery. Developing Standard Operating Procedures (SOPs) will be guided with these important key steps :

   Step 1: Conduct NEC Needs Assessment and Identify Core Electoral Processes and practices: Start by outlining all major processes that need SOPs. For NEC, these may include: Voter registration**,** Voter education and awareness campaigns**,** Candidate nomination and verification**,** Ballot paper printing and distribution**,** Polling and vote counting**,** Election results management and Electoral dispute resolution

   Step 2: Form a Technical Working Group (TWG)
   Bring together key staff from NEC, legal experts, ICT personnel, and civil society reps to: Review and Draft initial SOPs, Ensure alignment with Rwanda's electoral laws and Benchmark with international best practices (e.g., from AU, EISA, or UNDP).

   Step 3: Draft SOPs with Clear Components
   Each SOP should include:
   Purpose: What the procedure achieves
   Scope: Where and when it applies
   Roles & Responsibilities: Who does what
   Step-by-Step Process: In numbered order
   Timelines/Deadlines
   Tools/Documents Used
   Quality Control/Verification Points
   Step 4: Test, Validate, and Train: Pilot the SOPs in a mock or by-election.**,** Gather feedback from stakeholders and Conduct training workshops for NEC staff at all levels.
   Step 5: Finalize and Disseminate: Finalize based on feedback and formal approval.**,** Print and distribute SOP manuals to all NEC offices, Make them available on NEC's website for public transparency.

6. Conduct public outreach programs (creating awareness on Knowledge, Attitude and Practices) This strategy will allow NEC to improve civic participation, voter behavior, and overall trust in the electoral process. Here's a step-by-step framework NEC should use to plan, execute, and evaluate public outreach effectively:

   1. Define Goals of the Outreach: The main objectives of NEC's KAP-focused outreach could be: Increase **knowledge** about voter rights and the electoral process**,** Shape **positive attitudes** toward participation and trust in NEC**,** Promote **best practices** in voting behavior (e.g., peaceful conduct, valid voting, electoral ethics)

2. Identify Target Audiences: Segment the population to tailor outreach: First-time voters (especially youth and university students)**,** Women and marginalized groups (e.g., people with disabilities)**,** Rural and urban communities**,** Political party supporters and candidates**,** Religious and community leaders

3. Choose Effective Communication Channels: Use a **multi-channel approach** for greater reach:

a) Mass Media Campaigns: Radio talk shows (most accessible medium in Rwanda)**,** TV programs featuring NEC reps and community voices**,** Public service announcements (PSAs) in Kinyarwanda and other local languages

b) Digital and Social Media: Twitter, Facebook, Instagram, and WhatsApp groups for daily infographics, videos, and FAQs**,** NEC YouTube channel with short explainers (e.g., "How to vote," "Why elections matter")

c) Community Outreach: Town hall meetings and "Umuganda-style" civic sessions**,** Mobile caravans with loudspeakers, music, and drama groups**,** School and university engagements (debates, quizzes, voter education clubs)

d) Print and Physical Materials: Flyers, banners, and posters in public spaces**,** Illustrated brochures on voting procedures, electoral rights, etc.

4. Develop KAP-Focused Messaging

Knowledge: NEC should emphasize on Every Rwandan citizen aged 18+ has the right to vote"**,** "Voting is confidential and protected by law" and "Elections are organized by an independent commission"

Attitudes: To engage the community to know the good attitudes such as "My vote counts in shaping the future of Rwanda"**,** "Peaceful participation strengthens our democracy"**,** "Trust in NEC builds electoral integrity"

Practices: NEC should emphasie on best practices not limited to "Verify your voter registration early"**,** "Respect the queue and voting procedures on election day"**,** "Report any misconduct peacefully and through legal channels"

5. Engage Strategic Partners

NEC should strengthen Collaboration with: Civil Society Organizations (CSOs), Religious institutions, Youth and women's associations, Rwanda Governance Board (RGB) and Ministry of Local Government (MINALOC), Local leaders (mayors, cell leaders, opinion leaders).

6. Monitor and Evaluate Outreach Impact

Conduct Pre- and Post-KAP Surveys: To Measure awareness before and after campaigns **and to** Include questions like: "Do you know when the next election is?"**,** "Do you trust the NEC to run free and fair elections?"**,** "Did you vote in the last election? Why or why not?"

Track KPIs: Number of outreach events held**,** Radio/TV/social media reach and engagement Increase in voter registration and turnout**,** Feedback from community leaders.

SRA 2. Strengthen Institutional Capacity Development processes

Key pillar 4. Organizational Capacity Development

The mid-term assessment found out some strategic interventions which have not been implemented in the first 2 years of the strategic plan. The following are unimplemented interventions under the second strategic results area, fourth key pillar:

1. **Adoption of modern approaches** in election management;
2. **Document and share best practices and lessons learned** from national democratic and electoral processes;
3. **Organizational Capacity Assessments** by establishing a system of resource base utilization;
4. Review of framework arrangements for governance and corporate identity. Reviewing the **framework arrangements for governance and corporate identity** is important for the Rwanda National Electoral Commission (NEC) to strengthen its transparency, accountability, institutional reputation, and stakeholder trust. NEC should continue review its frameworks focusing on **Understanding the Purpose of the Review** such as **Governance framework review** to ensure that NEC's operations align with legal mandates (e.g., Rwanda's electoral law), Clear accountability and decision-making structures, Internal controls and transparency are maintained. NEC should equally conduct **corporate identity review** to ensure that NEC presents a consistent and professional public image, Messaging and branding reinforce trust and independence. Stakeholders clearly understand NEC's mission, values, and role.

The same, **Review the Governance Framework is of paramount importance in NEC Strategies by Assessing Existing Structures**(Examine NEC's **organizational structure**, internal policies, and delegation of authority, Review the roles and responsibilities of: Commissioners, Executive Secretary and Provincial and district electoral officers

NEC should analyze Key Governance Documents: NEC Law and regulations (legal mandate)**,** Internal policy manuals**,** Code of conduct for staff and commissioners**,** Electoral planning and reporting procedures
NEC should Identify Gaps or Overlaps: Are there unclear decision-making channels? Are roles well-defined for crisis or election-time scenarios? Are internal checks and balances strong enough?

NEC should benchmark Against Best Practices by Compare with governance models from credible electoral commissions (e.g., South Africa's IEC, Kenya's IEBC) Consider standards from **African Union**, **ECOWAS**, or **International IDEA**

NEC should update or Draft Policies by Revising roles and reporting lines**,** Develop or update: Risk management policies**,** Conflict of interest policies**,** Ethical compliance and accountability frameworks

Review NEC's Corporate Identity should involve
Audit Current Identity Elements: NEC's **mission and vision statements,** Use of logo, colors, taglines**,** Official communication style and tone**,** Website and social media presence
Gather Stakeholder Feedback: Conduct short perception surveys or focus groups with: Citizens**,** CSOs**,** Media partners**,** Political parties with Sample questions:"Does NEC appear independent and professional?""Is NEC communication clear and accessible?"
Realign Branding & Messaging by Updating mission/vision to reflect current strategic priorities**,** create a **visual identity guide** (logo usage, fonts, templates)**,** Standardize the

tone of public communication (clear, inclusive, non-partisan)

Enhance Visibility and Trust by Rebrand NEC publications and platforms (e.g., website, social media, reports), Promote NEC values such as neutrality**, transparency, service to citizens** through media

Institutionalize the Improvements: Develop a Governance and Identity Handbook: Combine key SOPs, organizational charts, and branding guidelines in one document. Use it to train new staff and onboard election observers or partners.

Integrate into Strategic Plans: Make governance and identity improvements a core part of NEC's 5-year strategic plan or annual work plan.

Monitor and Review Regularly: Schedule internal audits and performance reviews on governance. Set key indicators for monitoring identity impact, like: Public trust ratings**,** Recognition and feedback on NEC materials**,** Staff alignment with NEC values and so on.

SRA 3. Facilitate Learning and Knowledge Management processes

Key pillar 5. Networking and Collaboration

During the mid-term evaluation of the strategic plan, it was revealed that under the third strategic results area, the fifth key pillar related to networking and collaboration, there is a strategic intervention that has not been implemented. That is: collaboration and partnerships through signing **MoUs** with various stakeholders and partners. Other important strategies have been mentioned above.

3.5. Budget Implications

This section provides an overview of the budget allocation per each financial year since the beginning of implementing the NEC strategic plan 2022-2027, considering that only 2 years and a half elapsed, the reason why the mid-term evaluation is being conducted. The implementation of the strategy by NEC follows the annual fiscal year that starts in July and ends in June. Therefore, the budget years considered here are 2022-2023 and 2023-2024 completed and the third year of 2024-2025 underway.

Table 8: Annual planned budget and budget allocations

Fiscal year	Planned budget under the strategic plan (2022-2027) in RWF	Approved/revised annual budget in RWF	Remaining budget in RWF	%
2022-2023	4,537,860,703	3,268,692,469	1,269,168,234	28%
2023-2024	6,232,789,199	5,893,320,073	339,469,126	5%
2024-2025	11,427,625,014	9,619,256,790	1,808,368,224	84.2

Total	22,198,274,916	18,781,269,332	3,417,005,584	84.61%
Status of Achievement over the three years (2022-2025)	25,764,474,081	18,343,544,977	6,983,204,749	38.1%

The table 8 illustrates a total planned budget of Rwf 22,198,274,916 in 3 years (2022-2025) comparing to Rwf 25,764,474,081 over the 5 years of NEC Strategic plan 2022-2027. The remining budget of the Strategy is Rwf 6,983,204,749 which is 38.1%. Basing on above figures, Efficiency and effectiveness in strategies implementation are verified and this implies that NEC has achieved its Strategic plan 2022-2027 at 84.61% .

Figure 3: Annual planned budgets vs budget allocations
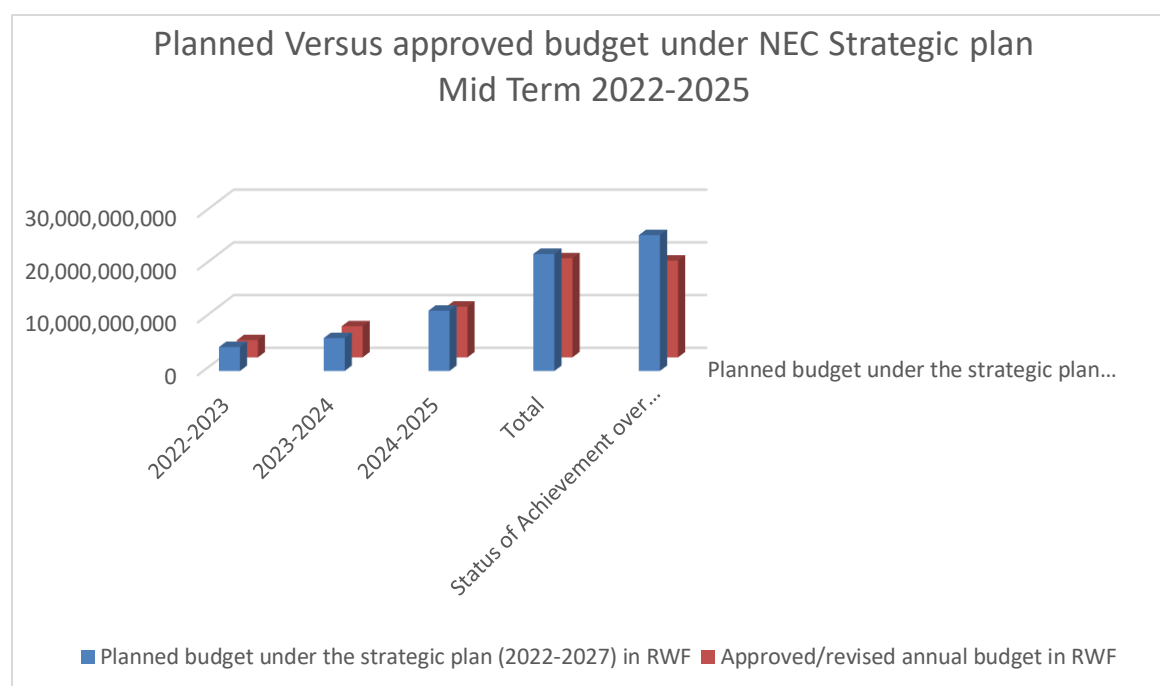
Source: Consultant,2025

The strategic planned activities cost was estimated at RWF25,764,474,081. The realized activities over three years are estimated at RWF18,781,269,332 comparing to planned initiatives of RWF 22,198,274,916 from 2022-2025. The remaining strategies will cost a minimum of Rwf 6,983,204,749 which are estimated at 38.1% over the remaining three years (2025-2027).

CHAPTER IV: CHALLENGES AND STRATEGIES

This section summarizes challenges encountered in the course of implementation of the NEC Strategic Plan 2022-2027 that halted the implementation of some activities or triggered delays in execution of various activities, hence failing to achieve the planned targets in due time. It further discusses possible solutions to some challenges enabling the National Electoral Commission to boost the implementation of its Strategic Plan through catching up the off-track/lagging behind targets and speeding up the implementation of the on-watch targets to ensure the strategy will be effectively implemented by the end of its timeframe.

4.1.   CHALLENGES ENCOUNTERED

It was found that the implementation of various strategic interventions planned in the NEC Strategic Plan 2022-2027 encountered diverse challenges that include the following:

1. **Insufficient human resources:** The small number of permanent staff does not match the workload and gravity of the responsibilities of the National Electoral Commission; hence delays in the implementation of some activities and failure to accomplish some endeavors.

2. **Inadequate allowances and benefits to NEC staff:** Inadequate allowances and benefits to NEC staff are obstacles to the effective implementation of their responsibilities to prepare and conduct elections.

3. **Low budget execution :** The budget execution rate of NEC was low (75%) in the 2022-2023 fiscal year due to some activities that were postponed such as the decision to reschedule Parliamentary elections planned in 2023 to combine them with Presidential elections which were scheduled in 2024 and development of the Rwanda Elections Management Information System (REIMS)

4. **Delay in the development and operationalization of the Rwanda Election Information and Management System (REIMS):** This system was scheduled to be completed in 2022-2023 as part of the preparation for that year's elections. The failure to complete its development on time halted some planned activities which further affected the use of the allocated budget. The planned budget for REIMS was not spent in the 2022-2023 fiscal year.

4.2. STRATEGIES FOR ADDRESSING THE CHALLENGES ENCOUNTERED

The National Electoral Commission strategized to address the challenges identified during the implementation of the NEC Strategic Plan 2022-2027, NEC implemented the following corrective measures to further improve the performance:

1. **Rescheduling activities planned in the 2022-2023 fiscal year to the following year**: Parliamentary elections scheduled in 2022-2023 were adjourned to 2023-2024 to combine them with presidential elections.

2. **Development and operationalization of the REIMS was accelerated and completed in 2023-2024**. The development and operationalization of the Rwanda Elections Information and Management System contributed to the smooth running of elections conducted in 2023-2024 although the system will further be upgraded to enhance its performance.

3. The National Electoral Commission advocated for a budget increase which resulted in an increment of 80% comparing the approved budget for the 2022-2023 to the revised budget for 2023-2024 fiscal year. This increment enabled the NEC to conduct and manage presidential and parliamentarian elections held in 2024 and to cover expenditures related to the development of the Rwanda Elections Information and Management System.

CHAPTER V: CONCLUSION AND RECOMMENDATIONS

5.1. CONCLUSION

From the beginning of the implementation of the NEC Strategic Plan 2022-2027, in July 2022 up to June 2024, the National Electoral Commission carried out various activities mainly related to elections such as the establishment, amendment and review of electoral legal instruments (laws and regulations), elections for the Mediation Committees "Abunzi", elections for Rwanda members in Eats African Legislative Assembly (EALA), replacement elections in District Councils and Executive Committees, presidential and parliamentarian elections of 2024, senatorial elections, elections to fill vacant elective positions in Primary Assemblies and National Councils.

In addition to the elections conducted in the first two (2) years of the implementation of the NEC strategy, the National Electoral Commission conducted other numerous activities falling under its mandate such as conducting civic education on elections through training sessions for citizens from various categories involved in elections notably electoral volunteers and the Electoral Civic Education Coordination Committee that reached out 29,270 in 2022-2023 and 49,385 in 2023-2024, conducting evaluations of 70,212 electoral volunteers in 2022-2023, preparation and distribution of Educational materials on elections (22,536 in 2022-2023 and 555,708 in 2023-2024, conducting an assessment of the civic education program, and leveraging Technology in electoral activities particularly the development of Rwanda Election Information and Management System (REIMS).

Moreover, during both fiscal years, the National Electoral Commission carried out other routine activities supporting electoral activities as well as its functioning like procurement of equipment and services, awareness of its activities, planning, monitoring and evaluation, financial and human resources management contributing in the institutional capacity building including recruitment of 73 support staff members in 2023-2024 and horizontal promotion of 17 NEC eligible employees.

Eventually, the National Electoral Commission enhanced its networking and collaboration with other national and international relevant institutions.

Despite considerable achievements realized in 2022-2203 and 2023-2024 relevant to the NEC Strategic Plan 2022-2027, the National Electoral Commission encountered some challenges that hindered its performance towards its ambitious targets in those fiscal years such as the insufficient budget that halted the implementation of some activities, rescheduling the parliamentarian elections to combine them with presidential elections planned in the following year, insufficient human resources, inadequate allowances and benefit to NEC staff members and delay in the development of the Rwanda Elections Management Information System that caused the low budget execution in 2022-2023.

It is worth noting that the National Electoral Commission strategized to find solutions to some of the challenges encountered to cover the gaps and speed up the performance in the following years.

The NEC will further continue to fast-track the implementation of its Strategic Plan 2022-2027 and calls upon the collaboration with its stakeholders including government institutions, non-governmental institutions, and the private sector to partner in the implementation of the ambitious interventions embedded in the NEC Strategic Plan 2022-2027.

5.2. RECOMMENDATIONS

The implementation of the NEC Strategic Plan 2022- 2027 still has three (3) years remaining to carry out ongoing and new strategic interventions embedded in that strategy. In a bid to ensure the effectiveness during its implementation and avoid delays and failures that may hinder the execution of some planned activities or the attainment of set goals, the following recommendations will be fundamental drivers to success:

1. To continue advocating for a budget increase to ensure the availability of necessary financial resources to enhance the institutional capacity to implement all planned interventions;

2. To establish a resource mobilization mechanism for mobilizing funds from other stakeholders other than the Government to supplement available budget to implement planned activities;

3. To advocate for the institutional reform aiming at enhancing the NEC organizational structure by increasing its staffing to strengthen its human resources;

4. To enhance engagement of stakeholders in the implementation of the NEC Strategic Plan's ambitions in way that may allow them to conduct some activities related to their areas of interventions.

5. To speed up the implementation of lagging behind strategic interventions to ensure that all planned activities will be fully implemented by the end of the strategy's timeframe.

6. To enhance the monitoring and evaluation of the strategic plan by elaborating annual institutional action plans in accordance with the strategy's interventions and regular follow ups of the implementation of these annual plans.

7. To develop Standards Operating Procedures of the National Electoral Commission that will enhance the institutional effectiveness in its operations.

ANNEXES

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ANNEX A: FGD in Southern Province NEC Stakeholders

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ANNEX C: FGD in Northern Province NEC Stakeholders

ANNEX D: FGD in Eastern Province NEC Stakeholders

ANNEX E: FGD in City of Kigali NEC Stakeholders

ANNEX F: A list of organizations and their representatives consulted during the data collection and information gathering for the mid-term evaluation of NEC Strategic Plan 2022-2027.

S/N	Organizations	Names and job position of the representative	Telephone	Email
1	NEC	GASINZIGWA Oda, Chairperson	0788309360	ogasinzigwa@nec.gov.rw
2	NEC	UMWARI Carine, Commissioner	0788852690	cumwari@nec.gov.rw
3	NEC	MBABAZI Judith, Commissioner	0788532311	jmbabazi@nec.gov.rw
4	NEC	MUSABYIMANA Jean Claude, Executive Secretary	0788612942	jcmusabyimana@nec.gov.rw
5	NEC	MUKARURANGWA Immaculee, Deputy Executive Secretary	0788306647	imukarurangwa@nec.gov.rw
6	NEC	NIYONSHUTI KAGABA Etienne, Director of Administration and Finance	0788539639	eniyonshuti@nec.gov.rw
7	NEC	BUSOGI Claude, Database and Software Management Specialist	0788699349	cbusogi@nec.gov.rw
8	NEC	BUKASA Moise, Public Relations and Communication Officer	0788834770	mbukasa@nec.gov.rw
9	NEC	HAGABIMANA Claude, Legal Officer	0788826398	chagabimana@nec.gov.rw
10	NEC	KWITONDA Jean Baptiste, Planning, Monitoring and Evaluation Officer	0788593956	jbkwitonda@nec.gov.rw
11	NEC	IRAMBONA Liberata, Provincial Electoral activities Coordinator/City of Kigali	0788480640	lirambona@nec.gov.rw
12	NEC	MUKESHIMANA Jasson, Provincial Electoral activities Coordinator/Western Province	07884223782	Jmukeshimana@nec.gov.rw

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13	NEC	KAYIRANGA Frank, Provincial Electoral activities Coordinator/Eastern Province	0788300193	fkayiranga@nec.gov.rw
14	NEC	RUTATIKA Jean de Dieu, Provincial Electoral activities Coordinator/Northern Province	0788511369	jdrutatika@nec.gov.rw
15	NEC	NDUWIMANA Pacifique, Provincial Electoral activities Coordinator/Southern Province	0788765190	pnduwimana@nec.gov.rw
16	MINALOC	GAKIRE Bob, Permanent Secretary	0788309613	ps@minaloc.gov.rw
17	NWC	UMUBYEYI Marie Mediatrice, Executive Secretary	0788416379	mumubyeyi@cnf.gov.rw
18	GMO	CYIZANYE Allen, Executive Secretary	0788501659	cyizanye.allen@gmo.gov.rw
19	National Consultative Forum of Political Organizations (NFPO)	GISAGARA Theoneste, Executive Secretary	0788303567	tgisagara@forumfp.org.rw
20	RBG	Rushingabigwi Jean Bosco	0788507766	ceo@rgb.rw

ANNEX G: NEC Strategic plan Logical Framework

NATIONAL ELECTORAL COMMISSION (NEC)

NEC STRATEGIC PLAN MID-TERM EVALUATION REPORT

SRA │ Pillar │SO Outcome Output	Indicator	MoV	5 Years Targets	2 Years Targets	Annual Achievements 2022-2023	2023-2024	Cumulative Achievements	% vis-a-vis 2 years targets	% vis-a-vis 5 years targets	Observation/ Comments
SRA 1. Ensure voters, political parties and other key stakeholders' satisfaction in democracy and electoral processes										
Key pillar 1: Improvement of Election Management Processes and Procedures										
SO 1:To enhance systems and processes in election management										
Outcome 1.1: Enhanced effectiveness and efficiency in electoral processes										
Strategic Interventions (SI) 1: Conducting surveys and disseminate their results										
Output 1: Surveys on thematic areas related to elections conducted	Number of surveys conducted and published	Survey reports	5	2	0	0	0	0%	0%	
SI 2: Update of legal frameworks on electoral processes										
Output 2: Electoral legal frameworks improved	Number of electoral legal instruments reviewed/ amended/modified	Laws published in official gazettes	5	2	3	4	7	350%	140%	2 NEC Instructions were published in July 2024
SI 3: Preparing and conducting elections										
Output 3: Elections organized and conducted	Number of elections organized and conducted	Election reports	6	4	3	2	5	125%	83%	Senatorial elections were conducted in September 2024
SI 4: Continuous Registration of diaspora voters										
Output 4: Increased number of registered diaspora voters	Number of registered diaspora voters	Diaspora voters' register								
SI 5: Conducting performance appraisal of election volunteers										
Output 5: Performance appraisal of election volunteers conducted	Number of election volunteers evaluated	Appraisal reports			70,212		70,212			
	Number of election volunteers replaced	Activity report			8,021		8,021			
Key pillar 2: Integration of information Communication Technology in Election Management										
SO 2 : To integrate ICT in election management processes										
Outcome 2.1.: Efficient democratic and electoral processes (Input, throughout and output)										
SI 6: Leverage technology in election management process										
Output 6: Rwanda Elections Management Information System developed and operationalized	Rate of software development (%)	Operationalized system	100%	100%	0%	87.6%	87.6%	87.6%	87.6%	
Key pillar 3. Civic Education to support election process										
SO 3: To continuously engage with public electoral players and partners in strategic, democratic and electoral management processes										
Outcome 3.1.: NEC institutional and staff capacity development strengthened										
SI 7: Enhancing civic education program										

Output	Indicator	Means of verification								Comments
Output 7: Training sessions for all stakeholders involved in elections conducted	Number of stakeholders/volunteers trained	Attendance lists			34,252	49,385	83,637			
Output 8: Civic Education materials prepared and distributed	Number of civic education materials prepared and distributed	Reports			49,401	555,708	605,109			
SI 8: Strengthen corporate governance structures										
Output 9: Capacities of NEC Commissioners and staff strengthened	Number of NEC staff members trained	Training reports	25	10	48		48	100%	100%	All staff have been trained on ICT (IDCL)
	Number of NEC Commissioners trained	Training reports	15	6						
SI 9: Upgrade ICT tools and systems										
Output 10: Learning platform & curriculum developed	Number of E-learning platform and materials developed	E-learning platform available	1	1	0	0	0	0	0	
	Number of curricula developed	Developed curricula	3	1	0	0	0	0	0	
	Policy on electoral technology use	Policy available	1	1	0	0	0	0	0	
SI 10: Strengthen Standard Operating Procedures in electoral processes										
Output 11: Improved operational efficiency	Number of SOPs developed or reviewed	SOPs	25	10	0	0	0	0	0	
	Number of service charters developed	Service charter	5			1	0	0	0	
Outcome 3.2: Informed and engaged citizens and stakeholders in electoral democracy										
SI 11: Conducting policy dialogues										
Output 12: Well coordinated policy dialogues	Number of policy dialogues conducted	Reports	2	1	0	0	0	0	0	
SI 12: Public campaigns and rallies										
Output 13: Public campaigns and rallies performed	Number of public campaigns conducted	Reports	2	1						
Output 14: Information, Education and Communication performed	Number of Information, Education and Communication conducted	Reports								
SI 13: Conduct public outreach programs (Creating awareness on Knowledge, attitude and practices)										
Output 15: Knowledge, Attitude and Practices enhanced in electoral process	Number of KAP survey conducted	KAP survey	5	2	0	0	0	0	0	
	Number of outreach programs held	Voter outreach events report	5	2	0	0	0	0	0	
II. Strengthen Institutional Capacity										
Key pillar 4. Organizational Capacity Development										
SO 4: To enhance capacity of the Commission in general programs and Institutional Management										
Outcome 4.1: Strengthened Institutional effectiveness										
SI 14: Adoption of modern approaches in election management										
Output 16: Innovative approaches developed, tested and adopted	Number of innovative approaches developed	Innovation report	5	2	0	0	0	0	0	
SI 15: Document and share best practices and lessons learnt from national democratic and electoral processes										
Output 17: Retained knowledge & management and Institutional memory	Number of dissemination platforms developed	Platform available	5	2	0	0	0	0	0	
	Number of documentaries produced	Available documentary	5	2	0	0	0	0	0	
SI 16: Conducting periodic M&E and audit										
Output 18: Periodic M&E and audits conducted	Number of evaluations conducted on NEC Strategic Plan 2022-2027	Evaluation reports	2	2		1	1	100%	50%	Mid-term evaluation
	Number of annual audits on state finances	Audit reports	5	2	2	2	4	200%	80%	Internal audits and OAG audits
SI 17: Organizational Capacity Assessments										
Output 19: Establishing a system of resource base utilization	Increased financial resource base and utilization									
SI 18: Review of framework arrangements for governance and corporate identity										
Output 20: Improved framework arrangements for governance and coorporate identity	Number of well designed frameworks arrangement									
III. Facilitate Learning and Knowledge Managementprocesses										
Key pillar 5. Networking and Collaboration										
SO 5: To strengthen strategic partnerships and networks with National and International partners										
Outcome 5.1: Strengthened strategic partnerships and networks with national and international institutions										
SI 19: Strengthen partnerships and collaboration										
Output 21: Well Coordinated partnerships and collaboration	Number of Inter-agency MoUs signed	Signed MoUs	5	2	0	0	0	0	0	
Output 22: A Number of well coordinated advocacy Networking planned and performed	Number of advocacy networking planned and performed	Reports								

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REVISED NEC STRATEGIC PLAN 2022-2027

SRA | Pillar | SO Outcome Output	Indicator	MoV	5 Years Targets	2 Years Achievements	Yearly Targets 2024-2025	2025-2026	2026-2027	Proposed new 5 years targets	Observation/ Comments
SRA 1. Ensure voters, political parties and other key stakeholders' satisfaction in democracy and electoral processes									
Key pillar 1: Improvement of Election Management Processes and Procedures									
SO 1:To enhance systems and processes in election management									
Outcome 1.1: Enhanced effectiveness and efficiency in electoral processes									
Strategic Interventions (SI) 1: Conducting surveys and disseminate their results									
Output 1: Surveys on thematic areas related to elections conducted	Number of surveys conducted and published	Survey reports	5	0		2	2	4	
SI 2: Update of legal frameworks on electoral processes									
Output 2: Electoral legal frameworks improved	Number of electoral legal instruments reviewed/ amended/modified	Laws published in official gazettes	5	7			1	8	Legal instrument for LG elections
SI 3: Preparing and conducting elections									
Output 3: Elections organized and conducted	Number of elections organized and conducted	Election reports	6	5		1	1	7	
SI 4: Continuous Registration of diaspora voters									
Output 4: Increased number of registered diaspora voters	Number of registered diaspora voters	Diaspora voters' register							
SI 5: Conducting performance appraisal of election volunteers									
Output 5: Performance appraisal of election volunteers conducted	Number of election volunteers evaluated	Appraisal reports		70,212			73,398	73,398	
	Number of election volunteers replaced	Activity report		8,021			5,000	5,000	
Key pillar 2: Integration of information Communication Technology in Election Management									
SO 2 : To integrate ICT in election management processes									
Outcome 2.1.: Efficient democratic and electoral processes (Input, throughout and output)									
SI 6: Leverage technology in election management process									
Output 6: Rwanda Elections Management Information System developed and operationalized	Rate of software development (%)	Operationalized system	100%	87.6%	100%	100%	100%	100%	
Key pillar 3. Civic Education to support election process									
SO 3: To continuously engage with public electoral players and partners in strategic, democratic and electoral management processes									
Outcome 3.1.: NEC institutional and staff capacity development strengthened									
SI 7: Enhancing civic education program									
Output 7: Training sessions for all stakeholders involved in elections conducted	Number of stakeholders/volunteers trained	Attendance lists		83,637			83,637	83,637	
Output 8: Civic Education materials prepared and distributed	Number of civic education materials prepared and distributed	Reports		605,109			200,000	805,109	
SI 8: Strengthen corporate governance structures									
Output 9: Capacities of NEC Commissioners and staff strengthened	Number of NEC staff members trained	Training reports	25	48		10	15	25	Staff will be trained on other subjects
	Number of NEC Commissioners trained	Training reports	15	0		3	3	6	
SI 9: Upgrade ICT tools and systems									
Output 10: Learning platform & curriculum developed	Number of E-learning platform and materials developed	E-learning platform available	1	0		1		1	
	Number of curricula developed	Developed curricula	3	0		1	2	3	
	Policy on electoral technology use	Policy available	1	0		1		1	
SI 10: Strengthen Standard Operating Procedures in electoral processes									
Output 11: Improved operational efficiency	Number of SOPs developed or reviewed	SOPs	25	0	2	8	5	15	
	Number of service charters developed	Service charter	5	0		1		1	
Outcome 3.2: Informed and engaged citizens and stakeholders in electoral democracy									
SI 11: Conducting policy dialogues									
Output 12: Well coordinated policy dialogues	Number of policy dialogues conducted	Reports	2	0		1	1	2	
SI 12: Public campaigns and rallies									
Output 13: Public campaigns and rallies performed	Number of public campaigns conducted	Reports	2	0		1	1	2	
Output 14: Information, Education and Communication performed	Number of Information, Education and Communication conducted	Reports		0		1	1	2	
SI 13: Conduct public outreach programs (Creating awareness on Knowledge, attitude and practices)									
Output 15: Knowledge, Attitude and Practices enhanced in electoral process	Number of KAP survey conducted	KAP survey	5	0		1	1	2	
	Number of outreach programs held	Voter outreach events report	5	0		1	1	2	

II. Strengthen Institutional Capacity								
Key pillar 4. Organizational Capacity Development								
SO 4: To enhance capacity of the Commission in general programs and Institutional Management								
Outcome 4.1: Strengthened Institutional effectiveness								
SI 14: Adoption of modern approaches in election management								
Output 16: Innovative approaches developed, tested and adopted	Number of innovative approaches developed	Innovation report	5	0		1	1	2	
SI 15: Document and share best practices and lessons learnt from national democratic and electoral processes								
Output 17: Retained knowledge & management and Institutional memory	Number of dissemination platforms developed	Platform available	5	0		1	1	2	
	Number of documentaries produced	Available documentary	5	0		1	1	2	
SI 16: Conducting periodic M&E and audit								
Output 18: Periodic M&E and audits conducted	Number of evaluations conducted on NEC Strategic Plan 2022-2027	Evaluation reports	2	1			1	2	
	Number of annual audits on state finances	Audit reports	5	4	1	2	1	9	Internal and OAG audit
SI 17: Organizational Capacity Assessments								
Output 19: Establishing a system of resource base utilization	% of institutional budget mobilzed resources from non-government sources	Reports				2%	5%	5%	
SI 18: Review of framework arrangements for governance and corporate identity								
Output 20: Improved framework arrangements for governance and coorporate identity	Number of well designed frameworks arrangement	Reports				1	1	2	
III. Facilitate Learning and Knowledge Managementprocesses								
Key pillar 5. Networking and Collaboration								
SO 5: To strengthen strategic partnerships and networks with National and International partners								
Outcome 5.1: Strengthened strategic partnerships and networks with national and international institutions								
SI 19: Strengthen partnerships and collaboration								
Output 21: Well Coordinated partnerships and collaboration	Number of Inter-agency MoUs signed	Signed MoUs	5	0		2	3	5	
Output 22: Well coordinated advocacy Networking planned and performed	Number of advocacy networking planned and performed	Reports				1	1	2	

NATIONAL ELECTORAL COMMISSION (NEC)

STRATEGIC PLAN 2022-2027

S/N	PLANNED ACTIVITIES FOR 2025-2027
1	Conduct thematic researches on matters related to elections
2	Develop, modify, amend and review electoral legal instruments
3	Organize and conduct elections
4	Organize and conduct by-elections
5	Enhance registration of diaspora voters
6	Conduct performance appraisal of election volunteers
7	Finalize the development of the Rwanda Elections Management Information System
8	Enhance Civic Education program to reach out all stakeholders involved in elections
9	Prepare, produce and distribute civic education materials
10	Strengthen the capacities of NEC Commissioners and staff
11	Develop E-learning platform and related training materials
12	Develop curricula for e-learning capacity building
13	Develop a policy for electoral techonology use and advocate for its adoption
14	Develop and/or review standards operating procedures(SOPs) for all key services
15	Develop NEC service charter
16	Organize and conduct well-coordinated policy dialogues on elections
17	Organize and conduct public campaigns and rallies on elections
18	Conduct Information, Education and Communication on elections
19	Enhance Knowledge, Attitude and Practices (KAP) in electoral process by conducting surveys
20	Organize and conduct voter outreach programs
21	Develop innovative approaches to strengthen institutional effectiveness
22	Develop dissemination platforms for retained knowledge management
23	Produce documentary films/stories for institutional memory
24	Conduct periodic Monitoring and Evaluation on the implementation of NEC Strategic Plan 2022-2027
25	Conduct audit assignment on the institutional functioning and use of State finances
26	Improve framework arrangements for governance and coorporate identity
27	Strengthen partnerships and collaboration with national institutions/organizations through signing MoUs
28	Planning and performing advocacy networking events

March, 2025