



REPUBLIC OF RWANDA

NATIONAL ELECTORAL COMMISSION

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STRATEGIC PLAN

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1 Introduction

This is the second Strategic Plan developed by the National Electoral Commission, and covers the period 2012 to 2017, commencing on 1 July 2012 in line with the financial year of GoR. It builds on the first Strategic Plan, which spanned 2007 – 2011, refining the approach of that plan and building upon its successes whilst at the same time seeking to address and correct weaknesses in performance through that period, and areas where legal, technological and human resources issues require attention. The work of creating this plan began in July 2011, and has come to fruition with the publication of this final version of the plan, after a process of internal and external discussion and formal approval by the NEC Board of Commissioners. It will be the guiding document as NEC enters a further period of consolidation and strengthening of its capacity to deliver the mandate placed upon it by the Constitution.

The Strategic Plan will lead on to the creation of Annual Plans, which will define in detail the action required to implement the Strategic Plan over time, and to the allocation of departmental and individual responsibilities which will facilitate implementation and monitoring of progress. A robust monitoring and evaluation mechanism will inform management of results-based performance and enable corrective action to be taken.

2 Methodology for the formulation of the Strategic Plan

2.1 *General*

There is not a single method or unified approach for conducting a strategic planning exercise. In fact, there are a wide variety of tools, models and approaches commonly used by organizations, across all sectors, undertaking multi-year strategic planning efforts. In general, implementation of a strategic planning process follows a pre-established sequence of actions, or steps. However, these steps are often implemented with wide degrees of adaptation and customization, in terms of timing, chronological order and activities conducted.

The flow chart below depicts the typical activities in a strategic planning exercise:

Strategic Planning Step-By-Step

1 Strategy Definition	2 Strategy Deployment	3 Strategy Execution
Envisioning ▽	Organisational Assessment ▽	Implementation Plan ▽
Pre-planning Activities ▽	SWOT ▽	Definition of Activities ▽
Definition of Strategic Foundations ▽	Strategic Plan ▽	Allocation of Responsibilities, Timelines, Resources
Mission ▽	Strategic Pillars ▽	▽ Definition of Individual Plans
Vision ▽	Strategic Goals ▽	▽
Guiding Principles	Measurable Objectives	Implementation, Evaluation and Monitoring of Activities

The methodological steps in respect of the NEC Strategic Planning exercise were as follows:

2.2 Strategic Foundations/Pillars

The six pillars identified by NEC Commissioners and senior management in the pre-planning stage for the strategic plan, together with the proposed strategies, were as follows:

2.2.1 Electoral Law Reform and Review

- Conduct at least two comprehensive electoral law reform reviews to update and strengthen the current electoral code
- Dissemination of the electoral law to the public and other election stakeholders, political parties, civil society, election observers, media etc
- Training electoral staff (volunteers) on the electoral law

2.2.2 Civic And Voter Education Programmes

- Strengthening sustainable relationship and synergy with other election stakeholders (civil society, political parties, community based organisations, media, etc)
- Delivering civic and voter education programmes base on the national

Civic Education Policy

- Creation of a Regional Democracy and Good Governance training center
- Annual stakeholder civic and voter education assessment workshops and seminars
- Creation and strengthening of National Civic Education Technical and Steering Committees as provided in the National Civic Education Policy.

2.2.3 Reinforce relations and partnership with local and international election stakeholders and institutions

- Put in place a National Electoral Commission Customer Care service delivery and public relations policy and strategy
- Strengthen the National Electoral Commission communication and information strategy
- Hold annual “Democracy and Public Interaction week” to showcase NEC activities, achievements and sensitize the public on their roles in electoral process
- Organise at least two (2) regional conferences on democracy, governance and elections to share experiences and best practices with national and international election management professionals and research institutions, academics etc
- Publication of videos of NEC activities and events on the website
- Put in place an appropriate notice board for information sharing
- Increase print and circulation of NEC magazine (InzirayaDemokarasi)

2.2.4 National Electoral Commission Institutional and Human Resources Development Support Programme to have a long term professional impact

- Training of NEC staff in BRIDGE comprehensive course
- Building of 10 NEC zonal offices and equipping them to handle decentralised Electoral activities eg, management of the voters register, election results and election staff
- Acquisition of at least 2 new printery machines, to increase capacity of existing machines to effectively handle NEC printing requirements (ballot papers, voter cards, training manuals, etc)
- Conducting a high level profitability study of NEC Printery with aim of reducing NEC dependence
- Training of NEC staff in line with their job descriptions
- Training of NEC Election Volunteers on Ethics and techniques of Election Management and Electoral Law
- Acquisition of new Election materials (ballot boxes, indelible ink)
- Recruitment of additional permanent staff for identified understaffed services (Printery, Finance, Procurement, Audit, NEC district offices)

2.2.5 Reinforcement of ICT

- Modernization of ICT equipment and software
- Offsite disaster recovery for the security of election database
- Installation of NEC own voter registration network at district level using fiber
- Automatic data synchronization with NID citizen registry
- Mobile electoral transfer system
- Electronic voter registration
- Strengthening ICT technology in election management system (voter register management, election results managements etc profiles and data base, etc)
- Installation of a nonvoting voter list system
- Installation of finger print biometric and electronic cards systems

2.2.6 Support to NEC activities, Monitoring and Evaluation Systems

- Strengthening NEC monitoring and evaluation mechanisms to track implementation of activities
- Recruitment of external consultants to support NEC staff
- Acquire M&E Software
- Undertake at least 2 evaluations of 2012-2017 Strategic Plan
- Preparation of 2018-2023 NEC Strategic Plan
- Hold Annual Evaluation of NEC activities to track effective and efficient implementation of electoral and other activities based on set outputs and milestones
- Hold at least two research and public opinion polls to determine progress in democratization and strengthening of good governance through free, fair periodic elections.

These pillars informed the work of the Core Team (see below) as it proceeded with the discussion and validation process, as did the following election calendar giving key dates through the plan period:

<i>Nº</i>	<i>Election</i>	<i>Financial Year</i>
<i>1</i>	<i>Legislative elections</i>	<i>2013-2014</i>
<i>2</i>	<i>Local elections</i>	<i>2015-2016</i>
<i>3</i>	<i>Presidential elections</i>	<i>2017-2018</i>

2.3 *Documentary analysis*

Planning was preceded by documentary analysis that enabled consultants working in support of the preparation of this Strategic Plan to review a wide range of reports, statutory provisions and commentary as they prepared an evaluation of the NEC 2007-2011 Strategic Plan. This evaluation and its recommendations, together with earlier evaluations of NEC implementation of the SP and use of the Basket Fund support provided since 2008 by donor partners, provided guidance as NEC proceeded with preparation of the new Strategic Plan. In particular the following were analysed closely: the current organic framework and staffing of NEC, the laws on the organisation and functioning of the National Electoral Commission and electoral process, internal and external reports from different elections conducted since 2008 and other NEC activities and programmes.

2.4 *Background interviews*

The consultants also conducted a series of interviews with key NEC personnel and external actors relevant to the work of NEC, including political parties, government institutions, civil society representatives and donor partners. These discussions served to highlight strengths, weaknesses, opportunities and threats in both the internal and external environment of NEC so as to frame recommendations to improve its performances through specific strategic initiatives in this plan. On the basis of this evaluation consultants supported NEC in developing the new strategic plan.

2.5 *Core Team discussions and validation*

A core team of senior NEC personnel were brought together to develop the draft plan within each of the pre-identified strategic axes. The members of the Core Team were:

- NEC Executive Secretary
- Director ICT
- Director Administration and Finance
- Staff Management Officer (HR)
- Senior Election Operations Officer
- Director Civic Education
- Basket Fund Co-ordinator
- Planning Officer

This process was initiated by individual discussion and development of plan inputs with the consultants, followed by a full Core Team discussion and agreement on external and internal strengths and weaknesses, the five axes of intervention and budget projections, to ensure cross-discipline consideration and validation of the draft created during this process. Other members of NEC staff also contributed their specific expertise in discussion.

2.6 Development of logical framework and budget

The Strategic Plan logical framework was developed during these discussions, in line with the description of the strategic objectives and orientations, as set out at 7 below. Budgetary information was provided and projections made with the support of NEC staff.

2.7 Drafting of the Strategic Plan

The consultants worked throughout the process to draft and develop the written material for this Strategic Plan. As the drafting of the Strategic Plan progressed, discussion with the Core Team confirmed the elements of this Strategic Plan and a working draft was prepared. A session for the validation of analysis, interventions and implementation strategies, as well as budgeting projections, took place with the Core Team. At this stage, a first draft of the Strategic Plan 2012-2017 was produced and submitted to the Executive Secretary of the National Electoral Commission in order that he present the plan to the NEC Chairman and Commissioners for adoption.

2.8 Final adoption of the Strategic Plan

Following its formal adoption by the Board of Commissioners the NEC Strategic Plan 2011-2017 was printed for distribution to stakeholders.

3 Political context and legal framework

3.1 Background

It is widely recognised that the economic development and political stability of a country have a strong correlation with the quality of democratic institutions. Such institutions must be supported by democratic rules that promote and nurture development. Such rules in recent years have come under the broad concept of Good Governance. The Government of Rwanda is convinced of the importance in society of the role played by governance institutions for the maintenance of stability as well as citizens' prosperity and welfare. Therefore, in several of its framework documents, the Government lays particular emphasis on the reinforcement of Good Governance as a precondition of poverty reduction and thereby for development.

Such political will to support Good Governance through the reinforcement of democracy is translated into the Millennium Development Goals (MDGs) and different national development policies such as:

- Vision 2020 that considers democratisation as one of the six pillars to ensure development;
- The National Economic Development for Poverty Reduction Strategy (EDPRS) that mentions democratisation as a guarantee for the stability of initiatives undertaken at the development level;

- The National programme for strengthening Good Governance that underscores the importance of conducting free, fair and transparent elections in the democracy reinforcement process.

As stipulated in Article 2 of the 4 June 2003 Constitution of the Republic of Rwanda, “All power derives from the people; national sovereignty belongs to the people who shall exercise it directly by way of referendum or through their representatives“. In order to conduct a democratic process an institution in charge of organising and ensuring the reliability of elections is required, one which enablesthe citizen-voters to entrust power to their freely chosen representatives.

In accordance with this constitutional requirement to give the people the right to freely designate their leaders, the Government of Rwanda put in place the National Electoral Commission. This was originally created by article 24 of the Arusha Peace Accords, signed on 4 August 1993 between the Government of Rwanda of the time and the Rwandese Patriotic Front, pertaining to power sharing. The National Electoral Commission was formally instituted by Law N° 39/2000 of 28 November 2000 which set out its organisation and functions. It was endorsed by Article 180 of the new Constitution confirmed by referendum in 2003. NEC is currently governed by Law N° 31/2005 of 24 December 2005.

Rwandan society continues to undergo important changes at social, economic and political levels. Therefore, the National Electoral Commission must continue adapting itself to changing circumstances. Further challenges await the National Electoral Commission in the years to come. To fulfil its mission, the National Electoral Commission must, therefore, be ready to take up these challenges, define appropriate strategies and integrate necessary changes. In moving from the completion of the initial five-year Strategic Plan period into a new planning phase, NEC must re-visit, re-define and re-invigorate its main orientations and strategies to take up the operational and institutional development challenges in the years ahead.

The 2007-2011 Strategic Plan specified objectives and results that the National Electoral Commission sought to attain during this period, so as to efficiently fulfil its mission. It wishes to maintain a high level of expertise in the electoral area and continue to provide quality services to all citizens of Rwanda.

This 2012-2017 Strategic Plan presents an analysis of the mission, internal and external environment of the National Electoral Commission. Moreover, it includes a definition of implementation, monitoring and evaluation mechanisms to support the strategies set out in the logical framework at 8 below.

3.2 *Post-genocide elections*

The genocide of 1994 was a turning point in Rwandan history. It left an indelible mark on Rwandan society that will continue to influence the socio-political scene of the country for many years to come. Amongst the things that genocide destroyed were the country's institutions. After the genocide, there was a power vacuum with many challenges facing the country.

As for political structures, Rwanda had to be creative and develop an inclusive system. Building on the foundations and principles negotiated in the Arusha Peace Accords signed between the warring parties in 1993, a transition period was defined and a national unity government put in place.

The political system implemented during the transition was largely built around the principles of consensus and power sharing. A forum for dialogue between political parties was established as a permanent body. Political actors of the transition had the task of restoring order and security in the country, to rebuild the country's administration and to meet the many challenges post-genocide.

Decentralization was adopted as the system of governance in 2000. The first post-genocide elections were held in March 2001 with the election of local authorities in the new devolved administration.

The transition period ended with the adoption of a new Constitution adopted by a referendum in 2003. The new Constitution established and defined the important rules governing the accession, management and exercise of power. It laid down the basic principle that power belongs to the people. Article 2 stipulated in its first paragraph that "all power derives from the people." In the second paragraph, the same article stipulated that "no group of the Rwandan people or an individual can vest in themselves the exercise of power."

The affirmation of these principles was a major step on the path to democracy. Indeed, these principles meant that the exercise of any fundamental function of government must have the people as the foundation. It gave the people the power to nominate leaders. The people are the source and the power base. The implementation of these principles was achieved by the adoption of electoral laws allowing, indeed requiring, that people choose their leaders. By organizing elections NEC became an essential organ of democratic life in Rwanda.

Between 2001 and 2003, NEC organized a series of elections, including the election of district councillors, the parliamentary elections and presidential elections. This first post-genocide round of elections, which took place without significant problems, was a positive start on the path to democracy. Whilst both international and national observer groups expressed concerns with regard to some aspects of these elections, the general perception was favourable.

Since 2008 NEC has organized a second round of national elections cycle in line with the mandate of elected officials. These were parliamentary elections in September 2008, the presidential elections in August 2010, local elections in March 2011 and the senatorial elections in September 2011.

3.3 Relationship between elections, the good governance process and the fight against poverty

Good governance is conceived in Rwanda as being a political, economic and administrative exercise for the management of the affairs of the nation. It is also a set of mechanisms that characterise relations between people and institutions enabling citizens to express their views, exercise their rights and manage their differences. Thus, democratisation is at the core of good governance, as it establishes the sovereignty of the people through the concrete expression of their aspirations in the electoral process.

Equally, elections have a considerable impact on the fight against poverty and on the improvement of the living conditions of the population. Democratically elected leaders are confident of having the full trust of the population that elected them, and thereby enjoy an authority to go forward with important governmental projects and programmes in the fight against poverty. Similarly, elected authorities enjoy credibility with development partners and can, therefore, mobilise resources necessary to attain development.

Democracy also embraces the principle of accountability, which requires elected authorities to account to the population (at succeeding elections as well as through the interplay of parties in parliament) for promises formulated during electoral campaigns.

Thus, elections are an essential part of the democratic process. In a democracy, elections perform three major functions:

- **Selection:** elections enable the voters to choose the people who will make government policy.
- **Accountability:** elections are the central means by which people are able to hold those in government accountable.
- **Communication:** elections allow citizens and elected officials to communicate. By voting, people hope to communicate their preferences for government policy through selection of leaders. Simultaneously, candidates, political parties, and interest groups hope to attract citizens to their causes. Thus, elections are contests among a number of individuals and groups to shape government policy.

4 The National Electoral Commission (NEC)

4.1 CNE's Vision, Mission and Mandate

Vision

An institution recognised for its commitment to contribute to the evolution of the Rwandan electoral system: the National Electoral Commission firmly believes that, to ensure its vitality, the Rwandan electoral system should adapt to the changes of the society so as to meet voters' expectations and needs.

Mission

Article 180 of the Constitution of the Republic of Rwanda entrusts the National Electoral Commission with the following mission:

Preparation and organisation of local, legislative, presidential and referendum or such other elections the responsibility for the organisation of which the law may vest in it.

The following values mobilising all the staffs of the National Electoral Commission are the outcome of the aforesaid mission:

- Transparency ;
- Respect of electoral expiries;
- Respect of laws and procedures ;
- Professionalism ;
- Respect of voters.

Mandate

As a State institution independent in its organisation, functioning and action, the National electoral Commission has the mandate to prepare the whole electoral apparatus, ensure elections are conducted in a free, fair and transparent way, and to conceive and implement a civic and vote education programme.

Institutional objectives of the National Electoral Commission

In accordance with article 3 of the Law N°31/2005 of 24/12/2005, the purpose of the National Electoral Commission is:

- *Prepare and organise local, legislative, presidential and referendum or such other elections the responsibility for the organisation of which the law may vest in it.*

The preparation and organisation of elections implies among others:

- ✓ Definition of electoral constituencies;
 - ✓ Creation of branches of the National Electoral Commission at different administrative levels ;
 - ✓ Appointment of assessors of polling stations and their supervision;
 - ✓ Examination of reports on the preparation and conduct of elections ;
 - ✓ Formulation of a training plan for the entire electoral staffs ;
 - ✓ Announcement and publication of election results.
- *Conceiving and implementing a civic education programme pertaining to elections.*
- That is:*

- ✓ Identify skills needed to be acquired by staffs involved in the electoral process;
- ✓ Identify related needs;
- ✓ Prepare training programmes for different target groups;
- ✓ Organise training sessions;
- ✓ Monitor and evaluate training sessions that were conducted.

- *Take measures likely to enable elections to be free, fair and transparent.*

As a guardian and an arbitrator of the Rwandan electoral system, the National Electoral Commission exercises its functions and duties with entire impartiality. It sees to the application of laws that it is in charge of administering and ensures as well the transparency and integrity of the electoral process.

4.2 NEC's structure and staffing

The functioning of the National Electoral Commission hinges on three legal structures:

1 The Commissioners' College made up of (7) personalities among whom the President and the Vice-President approved by the Senate upon the proposal of the Government.

The Commissioners' college has the main following responsibilities:

- Put in place a guideline on the conduct of elections;
- Approve and examine the Commission's plan of activities ;
- Make any elections-oriented decision;
- Examine and approve the Commission's progress reports ;
- Examine and approve reports of electoral activities;
- Examine and approve guidelines governing elections;
- Examine and approve elections-oriented didactic materials;
- Examine and approve electoral materials;
- Examine and approve electoral calendar ;
- Approve the final electoral list ;
- Examine and approve candidates ;
- Approve the draft budget of the Commission and submitting it to competent organs ;
- Appoint the Commissioners of the Commission at Provinces, Kigali City Council and Districts' levels during the electoral period ;
- Monitor candidates' electoral campaign during the electoral period ;
- Monitor the progress of the implementation of elections ;
- Announce electoral results ;
- Ensure the coordination of the activities of the Commission;
- Provide the Government with advice and observations likely to ensure the smooth and efficient functioning of the Commission.

2 ***The Bureau of the Commission*** is comprised of the following:

- A President,
- A Vice-President
- An Executive Secretary.

In particular, the Bureau is in charge of the following:

- Prepare urgent issues to be submitted to the Commissioners' College;
- Prepare the agenda of the Commissioner's meeting;
- Prepare and submit to the Commissioners' College the electoral activities' plan.

3 ***The Executive Secretariat*** is a technical body of the Commission; it ensures the daily functioning of the National Electoral Commission, technically prepares and implements the activities pertaining to elections. An Executive Secretary is at the helm of the Executive Secretariat, and he or she is in charge of the following:

- Ensure the daily management of the activities of the Commission;
- Report meetings of the Commissioners' College and those of the Bureau of the Commission
- Manage the Commission's staff community and assets in accordance with the relevant legislation and instructions from the Commission ;
- Carry out any other duty pertaining to his or her attributions, which the Commissioners' College may entrust to him or her

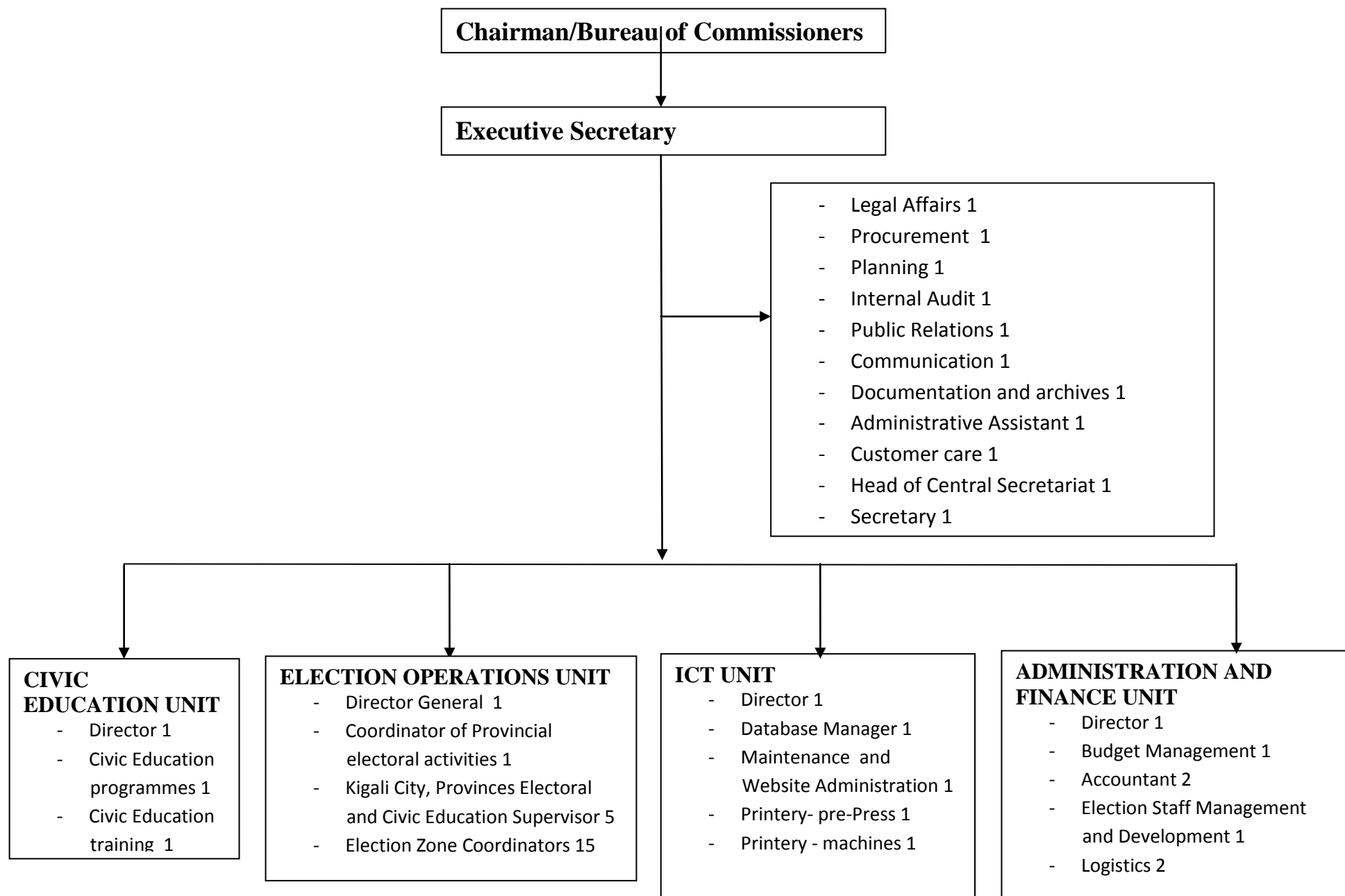
4.3 ***Human Resources***

Currently, the Commission has 49 full-time positions allocated according to the organisation structure below: 20 of these positions are decentralised to provincial and zonal postings across the country. The evolution over time of staff numbers led to reduced numbers between 2002 and 2007, mainly as a consequence of successive restructuring measures from Public Service reform. As indicated above, additional posts were approved for recruitment in 2011; total staff numbers are still below the 2002 level. The current situation is set out below.

NEC staff levels 2005 to 2011

<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>		
26	26	26	26	Males	Females	TOTAL
				26	18	44

NB: four positions are yet to be recruited, one awaits formal appointment.



4.4 *Physical Assets & Resources*

In 2007 the National Electoral Commission relocated to new offices where it has appropriate accommodation to function effectively over the period of the plan. During the period since 2007 it has also extended its presence to all Provinces of Rwanda and to 15 district-based locations as it decentralised the delivery of services. NEC has also acquired printing facilities which enable it to produce ballot papers and other electoral materials in-house, and modern polling equipment to meet its needs.

4.5 *NEC's achievements*

During the five years covered by the 2007-2011 Strategic Plan, the National Electoral Commission can legitimately claim a number of significant achievements as follows:

The conduct of the following elections in a timely, orderly and professional manner as prescribed by the electoral laws:

- September 2008: legislative elections
- October 2009: elections of local leaders at Cell level
- August 2010: presidential elections
- February & March 2011: local elections
- September 2011: senatorial elections

It has also organised a number of by-elections to fill vacant seats which occurred during this period.

On a continuing basis, the National Electoral Commission has organised training for citizens in broad civic education to reinforce democracy in general, and more specifically voter education. This training directly reached almost 750,000 citizens in organised clusters as well as general mobilisation and education of the population across Rwanda in 2011.

NEC has also built its technical and human resources capacity over the course of the 2007-2011 Strategic Plan, and now has wide recognition as an effective Election Management Body. It has also overseen the creation of a computerised voter registration system with up-to-date, accurate information which has enabled citizens to have confidence in the electoral process.

Over the period of the Strategic Plan, NEC has also build strong relations and partnerships with many stakeholders in the electoral process, including but not limited to Political Parties, Civil Society, the Media, Development Partners and other Election Management Bodies.

5 Analysis of External Environment

5.1 Constraints and major challenges for NEC

The National Electoral Commission currently works in a socio-political and economic environment characterised among others by:

a) Illiteracy amongst the voter population

According to the UNESCO statistics covering the period 2005-2008 total adult literacy in Rwanda stood at 70%. Although this represents an improvement since 2000, illiteracy continues to be a factor limiting the participation of Rwanda's voters in the democratic process. NEC is faced with challenges regarding the conduct of elections and the dissemination of information enabling voters to choose appropriate leaders who are able to bring solutions to their needs and concerns. Likewise, illiteracy in general limits for most voters, particularly in rural areas, both access to information during the electoral process and the opportunity to serve the community as a candidate.

b) Political Participation in the electoral process

During the consultant evaluation of the 2007-2011 Strategic Plan, many of those interviewed took the view that Rwanda must continue to invest in programs to educate citizens in the democratic culture, and to strengthen the capacity of political parties and support processes of poverty reduction in order to increase levels of political participation.

c) Media

Whilst the evaluation exercise was unable for lack of time to meet with media representatives, comment and research suggests that whilst the Rwandan media sector has much to contribute as the country moves forward with development and technological progress, there are significant obstacles stemming from the country's recent history. The Rwandan media has lacked resources to professionalize in order to increase confidence and trust in its institutional role. The role of print and electronic media as both a forum for debate and consensus-building and a source of accurate news and information upon which citizens can make informed choices will need to be nurtured. NEC will work to ensure that steps continue towards strengthening a free and professional media able to report on electoral issues within an enhanced political space.

d) Public perception of NEC

Some reservations were expressed during the 2011 evaluation concerning the independence of NEC. NEC will work to counter such perceptions its actions.

e) Budget allocation against NEC needs & donor support

Every EMB has to fight for its resources, competing for funding with other agencies of government. Frequently the gap between what is provided by government from the public purse and what is needed by the EMB to achieve its goals is filled by donor contributions. NEC has been fortunate to have in place the Basket Fund mechanism created in 2008 to support its activities. However, there are indications that, despite a general acceptance of the technical ability of NEC as an EMB, donors are minded to reallocate resources across the democratic spectrum. NEC will therefore make its case vigorously for continued donor support.

5.2 Opportunities for NEC

Despite these negative factors, constraints and perceptions that the National Electoral Commission must face, there are a number of opportunities offered by the environment in which it operates which should be viewed as positive.

a) Political will to support institutions of good governance

NEC has received strong support from GoR. For instance, the budget allocated by GoR for the organization of presidential elections by NEC rose from 60% of total cost in 2003 to 85% in 2010. NEC has also been increasingly given professional staff to manage electoral processes

b) Image of the National Electoral Commission vis-à-vis stakeholders

The National Electoral Commission enjoys a positive image with its stakeholders regarding its performances over the last decade. There is general satisfaction with the way elections have been conducted, particularly at the level of mobilisation, rate of participation in elections, transparency and security in the country. An inclusive political system, built on principles of consensus, has prevented election-related conflict and disagreement. This inclusiveness and consensus culture has allowed the NEC to rally political actors to the electoral process without major constraints or reservations. This has helped to streamline processes and to legitimize elections.

c) The continued support of the population to the electoral process

The NEC uses over 65,000 unpaid volunteers in the conduct of elections. Without this support the process would be significantly more expensive and difficult to manage.

d) The support of international donors

Support from international donors to NEC in the conduct of the electoral process has been one of the key factors in the successful implementation of the 2007-2011 Strategic Plan.

6 Analysis of internal environment

With regard to its internal environment, the National Electoral Commission recognises the need to address current weaknesses.

6.1 Weaknesses

a) Limited human resources

Following the approval of additional posts in NEC in August 2010 a revised structure was developed and is reflected in the organization chart above: the established staff of 49 is very limiting, given the role of NEC in both election management and civic education. Moreover, this number reflects only the GoR-funded permanent staff positions. Currently there are 18 short-term contract positions across the various departments at headquarters. 15 short-term contractual staff also fulfill the need for additional staff at district level. Lack of permanence and uncertainty for those concerned and their managers is an area for further attention. There is also reliance on donor funding of a number of key positions.

b) Training

NEC staff training has suffered from the lack of a training needs assessment exercise and long term training plan. Interventions have been ad hoc and disrupted by election activity. The intention to conduct BRIDGE training for key staff at headquarters and in the field was delayed until July 2011. This slow progress is regrettable, since the competence of these staff in election administration and other specialist areas such as voter registration, conduct of polling and results transmission, should be strengthened to ensure that they are better equipped to manage the process.

c) ICT functions

The ICT Unit of any EMB normally occupies a pivotal place in the preparation and conduct of elections. For NEC, even after the small staff increases achieved since 2007, this unit remains understaffed to deal with the range of IT functions currently undertaken, the support and security of the database (currently a significant risk factor) and the new developments envisaged in the use of IT for communications, results management and other activities.

e) Continuing financial resources gap

The conduct of elections requires substantial financial means that the NEC is obliged to source in part by reliance on donor assistance. In the long term, the National Electoral Commission will seek to implement strategies aiming at financial and material self-sufficiency.

6.2 Strengths

In the fulfilment of its numerous responsibilities, the National Electoral Commission can claim the following strengths:

a) Trained and committed personnel

The staff of the National Electoral Commission show great diligence in the performance of their work, and a high level of both group and individual commitment to the organisation. For any organisation these are substantial assets since the human resources upon which the organisation relies are its principle asset. Training initiatives are now under way to reinforce skills and knowledge to back that commitment.

Currently more than 90% of staff have a level of education equal to or higher than a Bachelor's degree (Licence A0) as shown by the following table:

Level of education	Staff numbers	%
Masters (MBA)	3	7.0
Licence A0	36	83.7
Licence A1	4	9.3
Diploma (Advanced)	0	0
Total	43	100

b) Good working relations with partners and other institutions

NEC has a clear communications strategy in place and has followed through with this to build good relations with government, donor partners, civil society and the voting public.

c) An organised and trained volunteer corps

Since 2007 the NEC has continued to receive substantial services from volunteer electoral staffs drawn from citizens across the country. The NEC is able to dispatch to each polling station corresponding to a village at least four volunteers. The total number deployed at the most recent national elections was 65,000. Without this volunteer commitment the election process would be significantly more costly and the work of NEC more complex.

d) *Strong civic education*

NEC delivery of civic education to the citizens of Rwanda across both the urban and rural areas of the country represents a major achievement, and a successful exercise of its statutory mandate. The network of facilitators at both District and Sector levels responsible for civic education delivery form a valuable resource for NEC as it implements this Strategic Plan.

f) *Conduct of elections*

Since 2007 NEC has successfully administered elections at both local and national level with a sure hand, and commands considerable respect for its work amongst Rwandans. The planning and delivery of elections is a complex task, requiring that many diverse activities (updating of voter rolls, candidate nominations and campaigns, procurement of materials, training of poll workers, the transportation and delivery of election materials, the conduct of polling and counting activities and the consolidation and publication of results) to be undertaken within an electoral timetable which provides little scope for slippage, and tests the management capacity of the EMB at its most critical point. NEC has proved itself competent in meeting this challenge.

g) *Existence of support projects within the National Electoral Commission*

Thanks to donor support, the National Electoral Commission (UNDP, DP Basket Fund etc), the Commission is able to access technical and consultancy assistance and financial support essential for some activities - eg research, planning and evaluation of programmes.

7 Strategic objectives and orientations

A brief summary of the strategic objectives which have been included in the Strategic Plan as a result of the discussion and research considered by the Core Team is set out below. In addition to ongoing activities of NEC these objectives reflect the recent evaluation of the 2007-2011 Strategic Plan, reflecting areas which need action over the new plan period.

Global objective 1: Strengthen the electoral system to provide citizens with a process by which they are able to choose freely their leaders

Axis of intervention 1: Prepare and organise free, fair and transparent elections

- The conduct of an election always reveals weaknesses and areas for improvement of the legal framework. The principal objective here is to continue to adapt and update electoral law and regulations to meet changing circumstances. Periodic review will

facilitate this, taking account of developments in the country, experience gained over time, best practice elsewhere and observer input.

- An update of the NEC communications strategy will enable NEC to disseminate accurate information as the electoral law and regulations change over time.
- Elections in 2013, 2016, and 2017 will test NEC capacity to deliver its key service. It will need to have further regard to transparency and develop appropriate responses to concerns on consolidation of results.
- NEC, recognising that as a constitutional body its principal source of finance will always remain the GoR, will work to further reduce the extent of its dependence on donor support. For the immediate future, NEC will need to build a new relationship with development partners to ensure continued support through the plan period. This will begin with dialogue with donors.

Global objective 2: Promote democratic values and reinforce the participation of people from all walks of life in the electoral process

Axis of intervention 2: Civic education

- In order to fulfil its mandate to promote democratic values NEC works through civic education, and has been successful in this. NEC now needs to engage further with CSOs to strengthen this partnership. Review of CE policy based on careful research on public perceptions and future needs will enable this, bringing civil society into the process as partners in delivery and as participants in NEC election-related training where appropriate.
- Civic and good governance centre: NEC was not able to realise this in the 2007-2011 plan period. It is now considered that a joint initiative with other regional EMBs would be more appropriate, and NEC will pursue this possibility.

Axis of intervention 3: Reinforce relations and partnership with other institutions and general public information

- NEC will continue its efforts to build strong partnerships with Political Parties, Civil Society, the Media and Development Partners in order to take forward its mandate, and establish an effective framework to facilitate working relationships and communication.
- Building links to other Election Management Bodies will enable NEC to share experience and best practice solutions, building its competence and confidence.

Global objective 3: Optimise the performance of the National Electoral Commission through the high quality of performance of its resources, know-how, management style, shared values and organisation

Axis of intervention 4: Reinforcing National Electoral Commission institutional and human resources

- The positive evolution of staff capacity through 2007-2011 now needs to progress further with continuing strengthening of skills, and additional staff positions. The “invisible” staff support through short-term contracts needs attention to provide certainty and career paths.
- An early training needs analysis will be vital to enable effective use of human resources and create a workforce able to implement efficient, results-based management.
- The “Business Plan” approach will enable NEC’s Printery to be managed effectively to generate income flow, concentrating initially on expanding the GoR “market”. The Printery should be developed into a production unit.
- A mid-term review of the Strategic Plan will enable re-direction and correction and serve as a basis for future planning.

Axis of intervention 5: Capacity building in ICT

- Quality voter registration is always central to good electoral performance. NEC will work closely with the National Identity Department to build on the success achieved to date.
- IT capabilities are fast-changing and NEC needs to respond to this, and to replace existing equipment under a planned programme.
- Research on extending use of IT into new election management areas, such as electronic voter registration and results management, will enable NEC to improve its service to voters and increase efficiency.
- Staff capacity must be built to meet IT developments through in-house and off-site training plus study tours and exchanges to enable current practice to be brought up-to-date










8 Logical Framework of the Strategic Plan

NEC MISSION	NEC GUIDING PRINCIPLES	NEC VISION
<p>Article 180 of the Constitution of the Republic of Rwanda entrusts the National Electoral Commission with the following mission:</p> <p>Preparation and organisation of local, legislative, presidential and referendum or such other elections the responsibility for the organisation of which the law may vest in it.</p>	<ul style="list-style-type: none"> • Impartiality • Integrity • Accountability • Respect of voters • Professionalism • Independence • Transparency • Credibility 	<p>NEC vision is that of an independent, credible organisation which promotes democracy and good governance by administering free and fair elections in Rwanda.</p>

Note: the logframe will be amended and adjusted in the mid-term review of this Strategic Plan to identify potential areas for improvement, assess progress towards achievement of objectives, identify and document lessons learned, and finally make recommendations regarding specific actions that may be taken to improve successful implementation of the Strategic Plan.

Global objective 1: Strengthen the electoral system to provide citizens with a process by which they are able to choose freely their leaders

Axis of intervention 1: Prepare and organise free, fair and transparent elections

						Year		2012				2013				2014				2015				2016				2017	
Financial Quarter						1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
Specific objective	Strategies	Expected result	Indicator of performance	Source of verification	Implementation hypothesis																								
Support the electoral process through coherent legal instruments	In the post-election period, review of the legal electoral framework	Laws governing elections adapted to electoral practices, accessible and easily usable	Amended electoral law translated into three official languages and approved by competent organs	Official Gazette	Parliament passes amended electoral law in time for use																								
		The voting procedure is understood and facilitated	.																										
		The management of the electoral process is facilitated																											
	NEC instructions relating to elections are reviewed in taking into account the reviewed electoral law	Reviewed NEC instruction are available ready for publication	Reviewed NEC instruction published and translated in three official languages	Publish document	College of Commissioners approves timely electoral instructions																								
	Review the communication strategy for wider dissemination of electoral law	Reviewed Communication strategy available	Copies of the manual of electoral laws distributed , number of radios and TV programs and	Document of the user friendly manual of the of electoral Document of the	NEC capacity to review the communication strategy																								
		User friendly manual of the Electoral Law			NEC capacity to produce a user friendly manual of the electoral law																								

Global objective 2: Promote democratic values and reinforce the participation of people from all walks of life in the electoral process.

Axis of intervention 2: Civic education

Specific objective	Strategies	Expected result	Indicator of performance	Source of verification	Implementation hypothesis	Year				2012-2013				2013-2014				2014-2015				2015-2016				2016-2017			
						1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Reinforce the civic education programme to ensure citizens' better participation in the electoral process	Conducting a civic education training needs assessment	Survey to evaluate citizens training needs is conducted	Survey on citizens training needs produced	Survey report	NEC survey capacity																								
	Developing and implementing a civic education training program based on training needs assessment	The training program developed	Number of training manuals developed	Training manuals	NEC capacity to develop training manuals																								
		Women, youth and disabled actively participate in the electoral process thanks to the training program they attended	Number of training sessions conducted compared with targeted groups	-Reports on training sessions that were conducted -Election reports	-Training needs were assessed and financial means to conduct training sessions mobilised -A training program specific to women, youth and disabled was prepared and implemented																								
			Evolution of women, youth and disabled participation to different elections																										
			Number of youth, woman and disabled candidates across all elections																										

	Formulate strategy and framework to engage civil society in the civic education program	Partnership and synergies between NEC and civil society organisations strengthened	Number and coverage of civil society organisations engaged in civic education program	Reports on civic education	NEC policy giving an opportunity to civil society organisations to play an active role in conducting civic education																								
	Review civic education policy based on the findings of the research on citizens training needs assessment	Reviewed civic education policy produced	Updated civic education policy available and used in the civic education trainings	Policy document on civic education Reports on trainings on civic education	Government to approve updated civic education policy																								
Reinforce NEC capacity to measure Citizens satisfaction regarding electoral processes	Conduct research to measure citizens perceptions on electoral processes	Using research findings, develop strategies to promote democratic values and find solutions to weaknesses identified	Number of research recommendations implemented	NEC reports, research document	NEC capacity to conduct the research, GoR to back the process																								
Year						2012		2013				2014				2015				2016				2017					
Specific objective	Strategies	Expected result	Indicator of performance	Source of verification	Implementation hypothesis	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
Reinforce the civic education programme to ensure citizens' better participation in the electoral process	Formulate and implement a training plan for different groups of the Rwandan society	Study to evaluate citizens training needs is conducted A civic education training plan developed and implemented based on training needs assessment.	Research on citizens training needs produced Number of training sessions conducted	Research document Report on training sessions conducted	NEC research capacity Training needs assessed and financial means to conduct training sessions mobilised																								








Axis of intervention 4: Reinforcing National Electoral Commission institutional and human resources

						Year		2012				2013				2014				2015				2016				2017			
						Financial Quarter		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Specific objective	Strategies	Expected result	Indicator of performance	Source of verification	Implementation hypothesis																										
Reinforce capacities and skills of the NEC's human resources	Promote within the NEC a results-oriented management system	NEC's staff are managed through results- oriented system	Each year at least 80% of operational objectives attained	Staff evaluation reports, progress reports	Staff members trained on results-oriented management, and this management system adopted by all administrative Units																										
		NEC staff members are more effective and efficient	Level of performance of NEC staff																												
	Formulate and implement a training plan based on an analysis of training needs	Training plan is the outcome of the evaluation of the staff members' skills	Aannual training plan exists and shows training activities to be carried out, target groups and the training budget Training annual plan implemented	Report of the administrative Unit : « Internal Resources Management »	A training needs analysis was made, based on performances																										
	Adapt the National Electoral Commission's organic framework to the demands of its mission	NEC has necessary staff, qualitatively and quantitatively.	A new organic framework approved by competent organs.	The summary of employment-related job positions approved	Competent organs approve the new organisation structure																										
	Take measures likely to improve the social welfare of the NEC's staff community	The staff members' social environment has improved	Actions conducted to improve the staff's social welfare	NEC annual plan takes measures to improve staff welfare	A budget was allocated for actions of social nature																										
	Training staff on database administration network management, data security	Staff members trained on purchased software	Number of training modules attended	Reports on training sessions conducted	Software purchased. Staff availability																										
	Study trips for IT staff	Staff members from the ICT	A minimum of two staff from the	Mission reports	Support and cooperation of																										

[illegible]

Axis of intervention 5: Capacity building in ICT.

						Year																				
Financial Quarter						1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
Specific objective	Strategies	Expected result	Indicator of performance	Source of verification	Implementation hypothesis																					
Computerisation of the electoral list	Update on annual basis of electoral list	An electoral list updated	The final updated electoral list is available	The electronic electoral files	Equipment and software purchased on time																					
	Issuing new voter cards	Voters have new voter cards	100% of voters have voters cards	List of voters cards distributed	Procurement of blank cards is done timely																					
Modernisation of ICT equipment	Modernise servers	NEC has sufficient servers	Six new servers acquired during period of Strategic Plan	Reports from -ICT Unit	Acquisition of materials on time (budget available)																					
	Modernise computers	NEC has sufficient performing computers	Number of acquired computers and other peripherals compared with expressed needs.																							
	Modernise the data saving system	High degree of security.																								
	Modernise the database security system																									
	Network equipment	Data processing facilitated																								
	Ensure maintenance	NEC’s computer system operates at any time	Percentage of the reduction of critical incidents	Human resources in sufficient quantity and sufficiently well trained																						
Modernisation of software	Purchase necessary software as well as copyrights and registration licences enabling adaptations	Registration cards and copyrights acquired for software enable NEC to adapt software to the specific work of the Commission	Number of software licences purchased including necessary modern functional software operating efficiently on	Inventory of NEC’s assets	Availability of the budget																					
				Computer audit reports																						

		Develop automatic synchronisation of data with NID citizen registry	Synchronisation of data is functional	NEC electronic files																	
		Develop mechanisms for offsite disaster recovery for security of election data base	Purchase services of an external server for data conservation outside NEC	Server functional and accessible																	
	Create IT tools and systems to support NEC decentralisation efforts in managing electoral processes	Installation of NEC voter registration network and other systems at the district level	Voter registration and other systems functional at the district level	Voter registration list, election management systems	NEC staff capacity and availability of resources Accessibility of sites																
Reinforce IT capacity to deliver additional support to process	Conduct research on extending use of IT in managing elections	NEC uses IT in all phases of elections	Additional IT applications developed and used in managing elections	Electronic electoral files	Positive NEC policy towards IT development																
	Study trips	Staff members from ICT visit other countries with computerised electoral operations	A minimum of two staff from the ICT Unit visit at least two countries.	Mission reports	Support and cooperation of countries with proven experience Budget for study trips available																

9 Monitoring, review and evaluation mechanism

Monitoring and Evaluation remains a key area for improvement within NEC. There are M&E tools that were developed by consultants late in 2010 that have not yet been fully implemented, since 2011 was a year with two major elections where all staff were engaged. The GoR has also increased M&E in its institutions, using results based management through Imihigo (performance contract). For M&E oversight of this strategic plan, NEC will implement a system based on a template developed by IFES (below). This template will enable NEC to monitor progress in the implementation of the strategic plan.

Once the activities needed for successful implementation of each strategic axis have been identified, each department head will assign individual responsibilities to staff within the department's team.

This will require the development of departmental annual Action Plans. Each plan will be used to allocate specific responsibilities, performance indicators, targets and milestones of each activity to individual members of a team working within that department. The plan will serve as a performance management tool, used by each department head to track the execution of activities by individual staff, whilst monitoring the consequences from resulting actions, and highlighting problems and delays for attention.

Each manager will designate specific staff in charge of implementing each activity and who will be accountable for its completion. However, as is common in electoral management, responsibilities for a specific activity may overlap among different departments of the Commission. In this case, departmental Action Plans should be jointly developed by the department managers and teams involved.

Once individual responsibilities within the department team are defined, the department head and team members will set performance indicators for each activity. Performance indicators are a set of agreed-upon measures of critical success factors reflecting progress toward the achievement/completion of a specific activity. Setting realistic performance indicators for each activity is critical because these indicators will be used by the department head to regularly monitor progress of each activity.

Finally, the department head and team should determine a start and completion date for each activity. It is necessary to set the timeline for each activity in the department's Action Plan before resources are allocated to that department by the overall NEC Annual Plan.

Department work plans will enable NEC to:

- Ensure department managers and teams operating in each department know the decisions, actions and deliverables for which they are responsible and accountable
- Set a clear and coherent direction for the entire staff
- Create clear plans for implementation for each department's team, driving the delivery of activities in a coordinated way
- Hold individuals working within a department accountable for their areas of performance

- Increase the ability of managers to quickly identify and mitigate potential risks
- Standardize methods for deploying overall strategy, ensuring consistency of action and that each team adds its own contribution to achieving NEC's mission and strategic goals
- Link strategic actions to individual work plans, improve accountability and ensure individual staff empowerment throughout various levels of the organization
- Measure progress systematically and reward performance, enable near real-time monitoring of detailed operations and provide each department with the ability to adjust rapidly to changing conditions
- Enhance the quality of work done or service provided: NEC staff, understanding their progress and performance will be measured, will aspire to perform at a higher standard

If this M&E tool is effectively used it will enable NEC to monitor progress on implementing the strategic plan and will draw to the attention of management to weaknesses and slippage requiring further attention and action.

DEPARTMENT WORKPLAN

Strategic Action: 10.2 - <i>[insert definition of Strategic Action here]</i>	Measurable Objective: 1. <i>[Insert objective here]</i> 2. <i>[Insert objective here]</i>	Owner: <i>[Name of Manager responsible for this Action]</i>
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Ref #	Individual Activities	Resp	Performance Indicators	Targets	Milestones			
					Q1	Q2	Q3	Q4
10.2.1	Insert description of activity	Insert name of responsible staff	Insert measurable indicators of what needs to be achieved here	Plan Fully Implemented				
10.2.2	Insert description of activity	Insert name of responsible staff	Insert measurable indicators of what needs to be achieved here	End of Q1/10				
10.2.3	Insert description of activity	Insert name of responsible staff	Insert measurable indicators of what needs to be achieved here	TBC				
10.2.4	Insert description of activity	Insert name of responsible staff	Insert measurable indicators of what needs to be achieved here	Specific project				
10.2.5	Insert description of activity	Insert name of responsible staff	Insert measurable indicators of what needs to be achieved here	TBC				
10.2.6	Insert description of activity	Insert name of responsible staff	Insert measurable indicators of what needs to be achieved here	End of Q2/11				

10 2012-2017 Budgetary Projection

Global objective 1: Strengthen the electoral system to provide citizens with a process by which they are able to choose freely their leaders

Axis of intervention 1: Prepare and organise free, fair and transparent elections

Year						2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
TOTAL BUDGET FOR 5 YEARS						7 136 054 882	9 913 239 743	7 434 377 217	12 708 259 945	12 976 852 762
Specific objective	Strategies	Expected result	Indicator of performance	Source of verification	Implementation hypothesis					
Support the electoral process through coherent legal instruments	In the post-election period, review of the legal electoral framework	Laws governing elections adapted to electoral practices, accessible, easily usable to improve on election management processes	Amended electoral Law translated into three official languages and approved by competent organs	Official Gazette	The Parliament passed the amended Electoral law in time for use	18 900 025			32 525 056	43 787 584
	NEC instruction relating to elections are reviewed in taking into account the reviewed electoral law	Reviewed NEC instruction are available ready for publication	Reviewed NEC instruction published and translated in three official languages	Publication document	College of Commissioners approves timely Electoral instructions	18 000 000			20 000 000	25 000 000
Prepare, organize and supervise legislative, presidential and municipal elections in a free, fair and transparent way	Organize preliminary training sessions for electoral staff members and the population	Electoral staff members and the population are trained on the revised Electoral Law and related instructions	Number of people per categories who attended training sessions	Reports on training sessions that were conducted	Mobilisation of necessary funds on time.	1 347 156 000			2 031 101 000	2 946 651 500
		Key stakeholders trained on the revised electoral law (Civil society,				26 000 000			58 500 000	175 500 000

		political parties, media...)								
	Acquire electoral materials and services	The NEC gets on time financial resources needed to acquire election materials and services	Necessary electoral materials and logistics acquired and in place at least one month before elections	Reports on the preparation and development of elections	The Government and the donor community provide financial resources necessary for elections	972 500 000	1 458 750 000	646 042 000	367 000 000	1 250 500 000
	Print and publish voting ballots	NEC has the capacity to conceive and print voting ballots	Voting ballots printed and distributed on time	Reports from polling stations		90 000 000			980 000 000	490 000 000
	Conduct and supervise free, fair and transparent legislative, municipal and presidential elections and by-elections	Elections are conducted timely in accordance with the legal framework	-Polling staff facilitated in meals, transport and communication -Leaders elected at municipal, legislative	-NEC elections reports -Observers' reports	Availability of revised Electoral Law, human and financial resources	200 000 000	3 615 500 000		3 615 500 000	
S/Total						2 672 556 025	5 074 250 000	646 042 000	7 104 626 056	4 931 439 084

Global objective 2: Promote democratic values and reinforce the participation of people from all walks of life in the electoral process.

Axis of intervention 2: Civic education

Year						2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Specific objective	Strategies	Expected result	Indicator of performance	Source of verification	Implementation hypothesis					
Reinforce the civic education programme to ensure citizens' better participation in the electoral process	conducting a civic education training needs assessment	Survey to evaluate citizens training needs is conducted	Survey on citizens training needs produced	Survey report	NEC survey capacity	15 900 000	17 850 000	14 280 000	28 560 000	72 590 000

	Developing and implementing a civic education training program based on training needs assessment	Training programs developed	Number of training manuals developed	Training manuals	NEC capacity to develop training manuals	10 000 000	12 000 000	50 000 000	18 000 000	20 000 000
		Women, the youth and disabled actively participate in electoral process thanks to the training programme they attended	Number of training sessions conducted compared with target groups	-Report on training sessions that were conducted -Election reports	Training needs were assessed and financial means to conduct training sessions mobilized	1 019 550 000	1 223 460 000	1 790 498 000	1 631 280 000	2 970 380 000
			Evolution of women, youth and disabled participation to different elections		A training programme specific to women, youth and disabled was prepared and implemented					
			Number of youth, woman and disabled candidates across all elections							
	Formulate strategy and framework to engage civil society in the civic education program	Partnership and synergies between NEC and civil society organisations are strengthened	Number and coverage of civil society organisations engaged in civic education program	Reports on civic education programs	NEC policy giving an opportunity to civil society organisations to play an active role in conducting civic education	21 890 000	32 835 000	26 268 000	52 536 000	83 529 000

	Review the civic education policy based on the findings of the research on citizens training needs assessment	Reviewed civic education policy produced	Updated civil education policy available and used in the civic education trainings	Policy document on civic education	Government to approve updated civic education policy	47 000 000	70 500 000	56 400 000	72 800 000	206 700 000
				Reports on trainings on civic education		7 000 000	9 100 000	8 400 000	14 560 000	39 060 000
Reinforce NEC capacity to measure Citizens satisfaction regarding electoral processes	Conduct a research to measure citizens perceptions on electoral processes	Using research findings, develop strategies to promote democratic values and find solutions to weaknesses identified	Number of research recommendations implemented	NEC reports, research documents	NEC capacity to conduct the research, GOR to back the process			70 000 000		
S/Total						1 111 340 000	1 353 745 000	1 965 846 000	1 799 736 000	3 372 259 000

Axis of intervention 3: Reinforce relations and partnership with other institutions and general public information

Year						2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Specific objective	Strategies	Expected result	Indicator of performance	Source of verification	Implementation hypothesis					
Reinforce partnership with stakeholders in the electoral process	Establish a framework to identify and work closely with NEC key stakeholders including civil society, media; political parties and development partners	The NEC's working relationship with key stakeholders is improved	-Number of MOUs signed with key stakeholders -Number of meetings held	'-MOUs documents and others agreements -Minutes of meetings	-Capacity of stakeholders to participate actively in Electoral processes -NEC policy to engage stakeholders	15 200 000	52 800 000	8 000 000	32 000 000	58 600 000

	Improve NEC communication and public awareness programs through an effective communication strategy	A functional communication strategy is updated and implemented through the period of the strategic plan	-The updated communication plan approved and available -Number of communication channels used	Annual communication plan	The communication plan is prepared with professionalism	150 000 000	250 000 000	180 000 000	150 000 000	280 000 000
		Key stakeholders play an active role in electoral processes	Number of organisations participating in electoral processes	NEC reports	NEC policy to engage stakeholders					
		NEC secures DPs support	Percentage of DPs support to NEC activities	NEC Reports and MOU signed with DPs	Documents are prepared, approved and submitted to DPs on time					
	Promote strong working relationship with other EMB and institutions relating democracy issues for exchanging experiences and lessons	-NEC relationship with other EMBs and institutions relating to democracy is strengthened - NEC participates in at least one conference per year organised by other EMBs	Exchange of experience and visits	NEC annual report, Bilateral correspondence	Availability of the budget and travel clearance	20 000 000	10 000 000	25 000 000	15 000 000	35 000 000
S/Total						185 200 000	312 800 000	213 000 000	197 000 000	373 600 000

Global Objective 3: Optimise the performance of the National Electoral Commission through the high quality of performance of its resources, know-how, management style, shared values and organisation

Axis of intervention 4: Reinforcing institutional capacities for the National Electoral Commission

Year						2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Specific objective	Strategies	Expected result	Indicator of performance	Source of verification	Implementation hypothesis					
Reinforcement of capacities and skills for the National Electoral Commission's human resources	Promote within the NEC a results-oriented management system	NEC's staff are managed through result oriented system	-Each year at least 80% of operational objectives have been attained -NEC staff gets salaries and other entitlements in time	Staff evaluation reports, progress reports	Staff members were trained on results-oriented management, and this management system was adopted by all administrative units	856 858 857	942 544 743	1 036 799 217	1 140 479 139	1 254 527 053
		NEC staff members are more effective and efficient	Level of performance of NEC staff							
	-Conduct a training needs assessment -Formulate and implement a training program based on an analysis of training needs	The training program is the outcome of the evaluation of the staff members' skills	An annual training program exists and shows training activities to be carried out, target groups and the training budget	Report of the administrative Unit	A training needs analysis was made, based on performances	50 000 000	67 000 000	170 750 000	50 000 000	101 875 000
			Training annual plan implemented	« Internal Resources Management »						

	Study trips and foreign observation missions to enhance technical competences of NEC Commissioners and staff	NEC Staff members managed to visit other countries	2 Commissioners and 3 NEC staff members visited other countries every quarter	Mission reports	Support and cooperation of countries with proven experience Budget for study trips and election observations available	27 000 000	40 500 000	120 750 000	41 125 000	86 687 500
Equip the NEC with modern and adequate services and materials resources to enable to better fulfill its mission	Acquire equipment, material and services necessary for the smooth running of elections.	The NEC has equipment, material and services needed specific to its activities	Necessary equipment, material and services are physically available	Inventory of requirements for equipment	Acquisition on time of basic materials and equipment	850 000 000	700 000 000	950 000 000	800 000 000	850 000 000
			Feasibility study on how to modernize and increase NEC printing house is conducted		Competent organs approved the new organisation structure of NEC printing house	20 000 000				
			A Business plan of the printing house is produced	Document of the feasibility study		15 000 000				
	Modernize and improve the production of NEC printing house	NEC has functional modern printing house generating income for its activities								
			Percentage of contribution of the printing house to the NEC budget			400 000 000	480 000 000	576 000 000	604 800 000	635 040 000

			Acquired new printery machines and accessories					800 000 000		
			NEC printing room extended				200 000 000			
	Enhance the capacity of the documentation and resourcing Centre	The documentation Centre operates efficiently	A functional documentation Centre electronically managed	The attendance report, the catalogue of the documentation Centre	Works and periodicals are available. The management of the Centre is efficient.	15 000 000		17 500 000		20 000 000
	Improve the NEC's long-term planning capacity	The NEC has an action plan aligned with the period covering the strategic plan and has thus a tool for the mobilisation of funds	Annual NEC action plan approved by the college of commissioners and communicated	The approved action plan	Action Plan document approved on time	4 000 000	5 000 000	5 500 000	6 050 000	6 655 000
		Prepare and conduct the mid-term review of the strategic plan	Results and recommendations from the Mid-term review helps efficient implementation of the strategic plan	Mid- term review document	Competent organs accept recommendations of the Mid-term review			45 000 000		
		Prepare a new strategic plan	The NEC's strategic plan approved and communicated to partners	The approved strategic plan						50 000 000
S/Total						2 222 858 857	2 435 044 743	3 722 299 217	2 642 454 139	3 004 784 553

Axis of intervention 5: Capacity building in ICT

Year						2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Specific objective	Strategies	Expected result	Indicator of performance	Source of verification	Implementation hypothesis					
Computerization of the electoral list	Update on annual basis of the electoral list	An electoral list updated	The final updated electoral list is available	The electronic electoral files	Equipment and software purchased on time	600 000 000	660 000 000	570 000 000	660 000 000	660 000 000

	Issuing new voter cards	Voters have voter cards	100% of voters have voters cards	List of voters cards distributed	Procurement of blank cards is done timely	180 000 000			195 000 000	350 000 000
Modernisation of ICT equipment	Modernise servers	NEC has a number of sufficient servers	Six new servers acquired during the period of the strategic plan	NEC inventory	Budget available	74 900 000		82 390 000		86 509 500
	Modernise computers	NEC has a sufficient number of fonctionnal computers	The number of acquired computers and other peripherals compared with expressed needs	Reports from the ICT Unit		49 000 000	15 000 000	53 900 000	15 000 000	56 595 000
	Modernise the data saving system	High degree of security				4 500 000	6 750 000	3 375 000	10 125 000	15 187 500
	Modernise the database security system				Acquisition of materials on time (budget available)	11 000 000	16 500 000	8 250 000	24 750 000	37 125 000
	Network equipment	Data processing is facilitated				1 900 000	2 850 000	1 425 000	4 275 000	6 412 500
	Ensure maintenance	NEC’s computer system operates at any time	Percentage of the reduction of critical incidents		Human resources in sufficient quantity and sufficiently well trained	5 650 000	8 475 000	4 237 500	12 712 500	19 068 750
Modernisation of software	Purchase necessary softwares as well as copyrights and registration licences enabling adaptations	Registration cards and copyrights acquired for softwares enable NEC to adapt softwares to the specific work of the Commission	Number of software licenses purchased including necessary modern functional software operating efficiently on data administration, security management, network	Inventory of the NEC’s assets	Availability of the budget	7 500 000	11 250 000	5 625 000	8 437 500	12 656 250

	Develop specific applications NEC needs	All electoral systems can be computerised	State-of-the-art softwares among which a database management software and a stock management one		Staff number and competence		2 100 000	3 150 000	1 575 000	2 362 500
		Develop automatic synchronization of data with NID citizen registry	Synchronization of data is functional	NEC electronic files		1 200 000	1 800 000	2 700 000	4 050 000	6 075 000
		Develop mechanisms for offsite disaster recovery for the security of election data base	Purchase services of an external data conservation outside NEC	Server functional and accessible		950 000	1 425 000	2 137 500	3 206 250	4 809 375
	Create IT tools and systems to support NEC decentralization efforts in managing electoral processes	Installation of NEC voter registration network at the district level	Voter registration functional at the district level	Voter registration list	-NEC staff capacity and availability of resources -Accessibility of sites	7 500 000	11 250 000	150 000 000	25 312 500	37 968 750
S/Total						944 100 000	737 400 000	887 190 000	964 443 750	1 294 770 125