



NFPO STRATEGIC PLAN, 2021-2026

June 2021

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ABBREVIATIONS AND ACRONYMS

BRIDGE: Building Resources In Democracy, Governance and Elections
CNLG: Commission Nationale de Lutte contre le Génocide/ National Commission for the Fight against the Genocide
DCC: Department of Communication and Committees
DFA: Department of Finance and Administration
DGPR: Democratic Green Party of Rwanda
EAC: East African Community
GLP: Gender Leadership Program
GMO: Gender Monitoring Office
GoR: Government of Rwanda
IA: Impact Assessment
ICT: Information Communication and Technology
IDEA: International Institute for Democracy and Electoral Assistance
IGAP: Integrated Governance Action Plan
LPLP: Local Party Leadership Program
M&E: Monitoring and Evaluation
MINAGRI : Ministry of Agriculture and Animal Resources
MIGEPROF : Ministry of Family and Gender Promotion
MINICOM : Ministry of Trade and Industry
MINISANTE : Ministry of Health
MINISPOC: Ministère de Sport et de la Culture (Ministry of Sports and Culture)
MTR: Mid-Term Review
NEC: National Electoral Commission
NFPO: National Consultative Forum of Political Organizations
NURC: National Unity and Reconciliation Commission
PDC: Parti Démocrate Centriste (Centrist Democratic Party)
PDI: Parti Démocrate Idéal (Ideal Democratic Party)
PL: Parti Libéral (Liberal Party)
PPC: Parti du Progrès et de la Concorde (Party for Progress and Concord)
PSD: Parti Social Démocrate (Social Democratic Party)
PSP: Party for Solidarity and Progress
PSR: Parti Socialiste Rwandais (Rwandese Labour Party)
PS Imberakuri: Parti Social Imberakuri (Social Party Imberakuri)
RBA: Rwanda Broadcasting Agency
RDB: Rwanda Development Board
RGB: Rwanda Governance Board
RM: Regular Monitoring
RPF-Inkotanyi: Rwandese Patriotic Front
SWOT: Strengths, Weaknesses, Opportunities, Threats
UDPR: Union Démocratique du Peuple Rwandais (Democratic Union of Rwandese People)
UNDP: United Nations Development Program
UN WOMEN: United Nations/Women
USA: United States of America
YPLA: Youth Political Leadership Academy

FOREWORD

The Constitution of the Republic of Rwanda of June 2003 revised in 2015, gives the National Consultative Forum of Political Organizations (NFPO) a mandate of bringing together political organizations for the purpose of political dialogue, building consensus and national cohesion. This noble mission can't be achieved without strategic planning.

The NFPO has developed a new Strategic Plan 2021-2026, as the guiding planning document for which all intended programs and activities will be based on, (1) to promote political dialogue, democratic governance, and participate actively in political system management; (2) to strengthen the capacities of Political parties members of the NFPO; and (3) finally, to foster institutional capacity and service delivery within the NFPO and their members.

The NFPO Strategic Plan, 2021-2026, comes during the process of implementation of different national policies and strategies such as the Seven Years Government Program, the National Transformation Strategy (NST1), and Vision 2050. It has taken also into consideration the Regional as well as International planning policies and Commitment such as, Africa Agenda 2063, and Sustainable Development Goals(SDGs).

It is my great honor as the Spokesperson of the NFPO to present to you the NFPO Strategic Plan that covers the next five years period from July 2021 to June 2026. It provides the guiding framework for the NFPO's works for this five-years period in an effort to contribute towards the achievement of its vision and mission.

The Strategic Plan builds on our previous efforts and experiences and seeks to consolidate our achievements, refocus on interventions, and improve our services to party members. Strategic objectives in this plan have been carefully formulated to focus on our efforts in promoting political dialogue, consensus building and national cohesion.

This five years Strategic Plan is a challenge task ahead to continuously promoting democratic governance and multiparty system in Rwanda in a peaceful way.

It is our hope that this Strategic Plan will be an important tool for strengthening Party capacities for political career development. It will also foster the NFPO institutional development and services delivery for its members and other clients.

We take this important aspect ahead in our future, as a road-map needed to be clearly identified based on what has been achieved during the previous five years strategic planning and expectations identified which are indicating where we want to be for the next five years with concrete proposed actions to be done.

Let us use this Plan to bring a difference in the field of political competition where political debate will be organized for the national interest rather than being hostile one.

I would like to thank all staff and NFPO organs that contributed towards the development of this plan and look forward to its implementation. I hope that this Strategic Plan will serve as a means of communication and result oriented management tool to achieve the NFPO Vision and Mission.

Thank you

Hon. UWINGABE Solange
NFPO, Spokesperson

ACKNOWLEDGEMENT

The NFPO has completed the process of designing its next five-years Strategic Plan for the period July 2021 - June 2026. The plan is expected to cater for both promotion of political dialogue, consensus building and national cohesion; strengthening Party capacities for political career development; and foster the NFPO institutional development and service delivery.

I hereby wish to appreciate and commend the efforts of the NFPO team which actively participated in the development of this plan. I sincerely appreciate the contributions of all NFPO organs which made this Plan more inclusive and participative. This participatory planning approach is highly encouraged even in future because it enables all NFPO organs to own the plan and hopefully, it will easily facilitate its implementation.

I pledge my personal commitment to the implementation of the NFPO Strategic Plan, July 2021 - June 2026. It is my sincere appeal to all Political party members, partners and staff to own and ensure that the plan is successfully implemented.

I thank you.

GISAGARA Théoneste
NFPO, Executive Secretary

EXECUTIVE SUMMARY

This is a five years Strategic Plan, July 2021 – June 2026, for the National Consultative Forum of Political Organizations (NFPO). The plan is set up to give a direction of what the NFPO organs intends to achieve and specifies actions to be undertaken, the resources required to carry out the actions and human capital issues that need to be addressed to enable the employees to carry out the planned actions.

The designing of this Strategic Plan was guided by the consultations principle. The approach and methodology adopted in designing this plan was intended to ensure ownership, commitment and leadership of the NFPO organs and stakeholders.

The assessment of the previous NFPO Strategic Plan 2016-2021 revealed major achievements during the past five years and challenges encountered. This led to re-think on the NFPO Missions and redesigning the Strategic objectives.

The key Strategic axes of the NFPO Programs take into consideration the NFPO Philosophy, Missions and are articulated into Outcomes, Outputs and materialized by activities to be implemented. These include the following:

(1) Promotion of Political dialogue, consensus building and national cohesion

This Axis focuses on the consultative meetings of the NFPO General Assembly that bring together political parties' leaders to discuss on major national issues and programs. The idea behind is to continue nurturing the culture of dialogue and democratic debate, consensus building among political actors and future generations.

It will enable political leaders to learn from the past, and promote positive values of political tolerance and mutual respect, and fighting together for the common goal of national cohesion. Party leaders will also enhance their capacities in political conflicts prevention and resolution.

During the five years of implementation of the Plan, Party leaders in different positions as well as their members will enhance their capacities in principles and laws governing financial management for their political parties, thus promote transparency and accountability, as features of democratic governance.

(2) Strengthening Party Capacities for Political Career Development

The second Axis of this Strategic Plan will focus on the strengthening of capacities of Political parties' members of the NFPO. The main task for the NFPO organs and Political party members' is to continue implementing the already developed long term capacity building Plan for the benefit of Party leaders and their members. A series of training programs targeting, the youth cadres from Political parties, women wings, as well as ordinary members will be developed annually based on the training needs expressed by Political parties.

Having trained an interesting number of Youth cadres, from 2010, it will be crucial to conduct an impact assessment to see whether the program is reaching its objectives and has a positive impact to the development of Political parties' beneficiaries and the Rwandan community in general. It is

envisaged to organize refresher courses for the former YPLA graduates to allow them know the national priorities and be updated on country's management in general.

As the country is moving from analogue to digital hub, and due to the measures to fight against the COVID 19 spread, the NFPO will put emphasis on organizing trainings aiming at increasing the capacity to work virtually (work from home). A series of training sessions on ICT and Social networking will retain the NFPO attention and its Political parties' members.

(3) Fostering the NFPO Institutional Development and Service delivery

As we know, financial and human resources are the key components for the development of any institution. Without sufficient financial resources, capable and motivated human resources the objectives of this Plan can't be achieved.

Over the past five years, the grant from the Government of Rwanda (GoR) to the NFPO didn't increase (remained constant). The NFPO skills development during the last five years was done at a low level. As we know staff career development is an important aspect for the organization development. There is need to increase the skills for the NFPO Staff during this five-years period of the Plan.

This Plan intends to develop partnership mechanisms with Government institutions, Non-Governmental organizations, international organizations as well as development stakeholders, to support and fund the NFPO operations and programs that promote multiparty system, democratic governance, and sustainable development.

It will also focus on the NFPO and Party members development and service delivery. The NFPO intends to develop mechanisms and strategies for resources mobilization, enhance Staff and Party members' competences, increase its annual running budget and services delivery. It will improve its communications strategies with all stakeholders including the funding organizations.

The NFPO has also developed the Monitoring and Evaluation Framework to monitor the implementation processes. There will be a Regular Monitoring, a Mid-Term Review to assess the level of ongoing implementation, and the Final Review at the end of this Plan to assess the impact, achievements, lessons learned and challenges.

The effective implementation of this Plan requires human capital as well as necessary financial means. As far as funds are concerned, it is estimated that 3, 336,668,901 Frw will be used to implement NFPO programs and activities during the five-years period, July 2021 – June 2026.

With regard to the alignment of this Plan to the other planning documents and policies, it is aligned to the Rwanda's Vision 2050; the National Strategy for Transformation (NST1), the Seven years Government Program, the Africa Agenda 2063, and the Sustainable Development Goals (SDGs).

CHAPTER I. GENERAL CONTEXT

1.1. Introduction

According to the Constitution of the Republic of Rwanda of 2003 revised in 2015, in its article 59, “the National Consultative Forum of Political Organizations brings together political organizations for the purposes of political dialogue, and building consensus and national cohesion”.

It is a permanent framework for political career development, democratic governance, leadership and political conflict resolution for Political parties’ members.

According to the article 50 of the Organic Law n° 10/2013/OL of 11/07/2013 governing political organizations and politicians, as modified to date by the Organic law of n° 005/2018 of 30 /8/2018 Organic Law n° 10/2013/OL of 11/07/2013, the National Consultative Forum of Political Organizations is an organ which has administrative and financial autonomy and enjoys the freedom of expression and decision making, in accordance with the law.

1.2. Rationale for the NFPO Strategic Plan 2021-2026

The NFPO is a constitutional entity, which promotes political dialogue, consensus building, and national cohesion. It also has a mandate of strengthening capacities for political parties’ members. The achievement of these missions necessitates strategic thinking of the NFPO organs, Staff, as well as Party members, in line with the national priorities and the dynamism of the international politics, in general. Thus, the NFPO Strategic Plan serves as a tool to highlight its priorities during the next five years of its implementation. It also reflects the needs of Political Party members’ and the relationship which should be developed between the NFPO, Party members, as well as other Stakeholders.

For the past five years (2016-2021), the NFPO has been implementing different activities. The NFPO wants to learn from the past lessons (achievements and challenges) to move forward in this five-years period (2021-2026).

The development of the NFPO Strategic Plan, 2021-2026 is an important task for the NFPO organs as it facilitates the implementation of intended activities in a coherent sequential manner, from strategic objectives, outcomes, outputs, with clear targets and indicators. It will serve as a road map for implementing planned activities, highlighting priorities, increasing potential stakeholders. It is an important tool for the NFPO to mobilize internal as well as external financial resources from identified stakeholders.

It will facilitate the monitoring and evaluation of the NFPO programs and activities. The Plan will help to measure the level of institutional performance by comparing what have been planned to the expected results taking into account internal and external considerations and making corrective actions when necessary.

1.3. Methodology for developing the NFPO Strategic Plan

The process of designing this Strategic Plan was guided by the consultations and participatory approaches to ensure the ownership and commitment of all intended concerned stakeholders (the NFPO organs, NFPO Staff, and Political Party members of the NFPO). The process went through the following steps:

- A comprehensive understanding of the NFPO philosophy, mission, values and Vision;
- A review of legal framework governing Political organizations and Politicians (The Constitution of the Republic of Rwanda of 2003, revised in 2015 and the Organic Law n° 10/2013/OL of 11/07/2013 governing political organizations and politicians, as modified to date by the Organic law of n° 005/2018 of 30 /8/2018);
- A review of the current NFPO legal documents (Internal rules and regulations, Code of conduct of politicians and their members, Administrative and Financial procedures Manual);
- The assessment of the Strategic Plan 2016-2021 and its level of implementation;
- The review of the NFPO Strategic thematic documents (such as the NFPO Resource Mobilization Plan; the NFPO Communication Strategy, the NFPO Guide for Internal Audit Committee within Political Parties);
- The consultations with the NFPO Standing Committees;
- Analysis and exploitation of the NFPO Annual actions plans Reports from 2016 to 2021;
- The consultation on the NFPO Strategic Plan by the NFPO Standing Committees;
- The adoption of final Draft document by the NFPO Bureau;
- The approval of the final document of the Strategic Plan 2021-2026 by the NFPO General Assembly.

This Strategic Plan has been developed by the NFPO Executive Secretariat team under the supervision of the Executive Secretary, with the assistance from the NFPO Committee in charge of Programs and partnership. Contributions and strategic advices from NFPO Bureau, the Standing Committees as well as the contributions from Political Parties members of the NFPO have been taken into consideration.

1.4. NFPO Vision, Missions and Values

1.4.1. Vision

The NFPO is a permanent platform of political dialogue for the promotion of consensus democracy.

1.4.2. Mission and responsibilities

1.4.2.1. Mission

The mission of the National Consultative Forum of Political Organizations is to promote political dialogue and national cohesion; strengthen Party capacities for political career development; foster institutional development and service delivery.

1.4.2.2. Responsibilities of the NFPO

According to the article 13 of Internal Rules and Regulations of the National Consultative Forum of Political Organizations, the Forum shall particularly have the following responsibilities:

1. Be a platform where Political organisations engage in a political dialogue which may be helpful in the country's governance;
2. Ensuring that Political organisations both with and without parliamentary seats get an opportunity to share views that may help in the country governance;
3. Allowing Political organisations to debate on major issues facing the country and, according to the nature of the issue, present to the Head of Government, the Speaker of the Chamber of Deputies, the Speaker of the Chamber of Senators and to the President of the Supreme Court recommendations that may be helpful in the governance of the country;
4. Ensuring that Political organisations' members are role models in the policy of unity and reconciliation and in fighting discrimination and divisions;
5. Ensuring that the functioning of Political organisations members win back and strengthen citizens' trust in political organisations and politicians;
6. Helping the State in mobilising citizens on how they should cooperate especially in times of calamity;
7. Promoting the political career;
8. Designating four (4) Senators as provided for by Article 80 of the Constitution of the Republic of Rwanda of 2003 revised in 2015;
9. Reinforcing the principle of power sharing and educate politicians and other citizens on culture of considering a contestant not as an enemy but as one to collaborate with through constructive ideas in view of building the country;
10. Playing the role of a mediator in case of disputes which may arise between political organisations or within a political organisation at the request to the Forum before the matter is referred to the court.

1.4.3. Values

The NFPO core values are:

- Political dialogue;
- Consensus building;
- Political tolerance;
- National cohesion;
- Capacity building.

1.4.4. Membership

Membership to the Forum is voluntary and the application is granted by the General Assembly. Currently the NFPO is composed of 11 registered Political Organizations which signed the NFPO Internal Rules and Regulations. Currently, political organizations members' are:

1. Rwandese Patriotic Front (RPF-Inkotanyi);
2. Liberal Party (PL);
3. Democratic Union of Rwandese People (UDPR);
4. Ideal Democratic Party (PDI);
5. Social Democratic Party (PSD);
6. Party for Progress and Concord (PPC);
7. Centrist Democratic Party (PDC);
8. Rwandese Socialist Labour Party (PSR);

9. Party for Solidarity and Progress (PSP);
10. Social Party Imberakuri (PS-Imberakuri);
11. Democratic Green Party of Rwanda (DGPR).

1.4.5. Organizational structure of the NFPO

According to article 14 of Internal Rules and Regulations of the National Consultative Forum of Political Organizations, the NFPO has 4 organs: the General Assembly; the Bureau; the Standing Committees, and the Executive Secretariat.

1.4.5.1. General Assembly

According to article 15 of Internal Rules and Regulations of the National Consultative Forum of Political Organizations, the General Assembly has the following main responsibilities:

1. Setting up internal rules and regulations of the Forum and adopt the instructions governing the organisational structure of the Executive Secretariat;
2. Adopting the action plan and the draft budget of the Forum;
3. Setting up a code of conduct for Political organisations and politicians;
4. Taking disciplinary measures against any politician or political organisation in breach of internal Rules and regulations and the code of conduct for Political organizations members of the Forum;
5. Taking actions aimed at implementing the Forum's responsibilities;
6. Appointing and dismiss members of the Bureau of the Forum;
7. Designating members of the Senate determined by the Forum;
8. Appointing the Executive Secretary of Forum;
9. Adopting the report of activities and the report on usage of property of the Forum;
10. Dealing with any other issues related to the Forum.

1.4.5.2. Bureau

According to article 31 of Internal Rules and Regulations of the National Consultative Forum of Political Organizations, of 27 December 2018, the Bureau of the Forum has the following main responsibilities:

1. Monitoring the implementation of decisions taken by the General Assembly of the Forum;
2. Preparing and presiding over the meetings of the General Assembly of the Forum;
3. Advising a Political organisation in breach of its obligations or principles of good conduct before the issue is brought to the General Assembly.

1.4.5.3. Standing Committees

According to article 38 of Internal Rules and Regulations of the National Consultative Forum of Political Organizations, of 27 December 2018, the Standing Committees of the Forum are the following:

1. Ethics and conflict resolution Committee (art.39);
2. Committee in charge of programmes and partnership(art.40);
3. Communication and political dialogue Committee (art.41).

1.4.5.4. Executive Secretariat

According to article 51 of Internal Rules and Regulations of the National Consultative Forum of Political Organizations, of 27 December 2018, the Executive Secretariat is made of Executive Secretary and the staff according to the organizational structure adopted by the General Assembly. And article 52 determines the main responsibilities of the Executive Secretary of the Forum:

1. Implementing decisions of the General Assembly and those of the Bureau;
2. Serving as rapporteur of the General Assembly and the Bureau;
3. Supervising and coordinating daily activities of the Executive Secretariat;
4. Organise meetings of the General Assembly and those of the Bureau;
5. Preparing the draft action plan and draft budget for the Forum and discuss them with the Bureau before submission to the General Assembly for approval;
6. Signing with partners, cooperation agreements for long term implementation of the Forum's strategic Plan;
7. Signing contracts of the Forum's staff;
8. Preparing activity report and financial audit reports for the Forum;
9. Carrying out any duties in line with his/her responsibilities as may be assigned by the General Assembly or the Bureau.

Within the Executive Secretariat there is the Management Committee (art.53) which has the following main responsibilities:

1. Preparing a weekly plan of activities and evaluating its implementation;
2. Preparing activities of the commissions and providing them with necessary logistics;
3. Discuss on any matters related to daily activities.

1.5. Success and challenges during the implementation of the NFPO Strategic Plan, 2016-2021

1.5.5. Success

During the implementation of the NFPO Strategic Plan, 2016 - 2021, the NFPO has contributed to the promotion of political dialogue and consensus democracy building in the Rwandan political arena. It contributed also to the strengthening of capacity building for political parties and their members.

The implementation of the NFPO Strategic Plan, 2016-2021, has been practical based on an annual Activity Plan developed to carry out a series of activities during the past five years.

The assessment of the NFPO Strategic Plan, 2016-2021, revealed important achievements realized through the main Strategic Axes:

A. THE PROMOTION OF POLITICAL DIALOGUE, CONSENSUS BUILDING AND NATIONAL COHESION

Within the framework of political dialogue, consensus building and national cohesion, various meetings and conferences brought together Political leaders and high personalities and discussed on major national issues and policies. The resolutions of these important consultations were therefore published. As illustration, Party leaders discussed on the following:

- Consultations with MINALOC and NEC on the Draft of the revision of Organic Law n°10/2013/OL of 11/7/2013 governing Political parties and Politicians;
- Consultations with MINECOFIN, on the Sustainable Development Goals/ SDGs;
- Consultations with MINAGRI on Agriculture Policy and strategies adopted through the establishment of funds to promote agriculture in Rwanda;
- Consultations with MINICOM on Strategies adopted to reduce deficit between Exports and Import in Rwanda and the promotion of Made in Rwanda program;
- Consultations with the National Electoral Commission on the preparation and conduct of Political and administrative elections organized in Rwanda;
- Consultations with the MINISANTE on National Policy and Strategies to fight against drugs abuse in Rwanda;
- Consultations with the Office of the Ombudsman on Policies and Strategies to fight against corruption and injustice;
- Consultations with the MINISANTE on Policy and strategies to fight against the stunting among the youth;
- Consultations with RDB on the Policy and strategies to promote tourism and attract investors in Rwanda;
- Consultations with the MIGEPROF on National Policy and strategies to promote the family and fight against GBVs;
- Consultations with GMO, NEC, UNDP, UNWOMEN, and Political parties to promote the gender principle within Parliamentarian elections;
- Consultations on the basis of the Rwanda's democracy and the role of the NFPO to promote consensus building democracy;
- Policy Dialogue with the SENATE Commission in charge of Politics and governance to disseminate the Rwandan Fundamental principles;
- The Policy dialogue organize with RGB on rules and regulations governing the financial declaration of Political parties' assets;
- Policy dialogue on ICT as a tool driving political parties' operations;
- Policy dialogue with the SENATE on the role of the NFPO to promote the culture of peace and political conflict resolution.

The NFPO continued to reinforce national cohesion and multiparty system. In this regard, Political parties were supported to prepare, refine and disseminate their respective political programs that they used during electoral campaign of Presidential Elections of 2017, and Parliamentarian of 2018.

Elections Observation Mission Program

This important activity aims at reinforcing the principle of national cohesion and multi-party democracy.

During the preparation of any national elections, the NFPO deploys observers to observe election activities across the country, based on the schedule established by competent organs. The reports by the NFPO's observers were submitted to the General Assembly prior to their transmission to the National Electoral Commission. During this past five years, the NFPO has deployed election 100 observers for presidential elections of 2017, and 100 observers for parliamentary elections of 2018. For the senatorial elections of 2019, the NFPO deployed 33 observers.

National Conference on Rwanda's political philosophy

From 2013, the NFPO has been organizing a National Conference on Rwanda's political philosophy. This is an important biennial Conference which brings together Party representatives, high-level officials from government organs, researchers and academics from universities and higher learning institutions, the diplomatic corps and representatives from international organizations in Rwanda, the representatives from civil society organizations, religious organizations, youth structures, to name but a few, with a view to discussing Rwanda's governance, and the values, which have characterized it from time immemorial until now. From 2016 to 2021, the NFPO managed to organize one National Conference on Rwanda's philosophy (the third one) which focused on "**Political Philosophy of Rwanda's Democratic**, which took place in March 2018.

Designating Senators to the Senate Chamber

As provided for in Article 80 of the Constitution of the Republic of Rwanda of 2003, revised in 2015, during senatorial elections of 2019, Forum appointed four (4) senators, coming from different political organizations, among who two (2) are women and two (2) men.

The NFPO plays a role in the commemoration of the 1994 Genocide against Tutsi

As decided by the Government of Rwanda, each last day closing the Mourning Week at national level, Rwandans commemorate the 1994 Genocide against Tutsi, and particularly the politicians killed during the 1994. This ceremony takes place at Rebero Genocide Memorial site where some of the victims (14,000) of the 1994 Genocide against Tutsi are laid to rest on this site.

From 2016-2021, the NFPO has continued to take part in all commemorations events organized during Mourning week. The NFPO works closely with the National Commission for the Fight against the Genocide (CNLG).

B. STRENGTHENING PARTY CAPACITIES FOR POLITICAL CAREER DEVELOPMENT

During the last five years, the NFPO has reinforced capacities of political parties' members. The focus has been put on training programs targeting the youth cadres from political parties, women wings leaders within Political parties, as well as Party leaders at local administrative structures of Political parties.

Organizing the Youth Political Leadership Academy/YPLA Training Program

This training program is intended for youth from Political Parties members' of the NFPO. The program aims at strengthening youth skills and capacities, and sensitizing them about their role and contribution to the country's development, as their respective political Parties in particular.

From 2016 to June 2021, new 214 youth cadres from Political parties graduated, and this bring to a total number of one thousand two hundred and two (1,202) graduates from 2010 to June 2021 from all 11 political parties members of the NFPO.

Women Political Leadership Program (WPLP)

As mentioned, during the past five years, the NFPO has focused to strengthen Party capacities and their members. The WPLP is a series training sessions prepared by the NFPO and implemented by political organizations. It aims at encouraging women to join leadership organs in their respective political organizations and national organs in general. The trainings are also an opportunity to sensitize women about their crucial role in the development of their families and the national socio-economic welfare in general. During the past five years, 5,181 women were trained.

Training for Women wing leaders within Political parties.

This is a capacity building program targeting women leaders within Political Parties members of the NFPO. Its objective is to strengthen capacities and skills of women wing leaders to become more effective agents of positive and constructive political change. It contributes to enhance skills of women wing leaders at provincial level in order to become mentors and role models to their fellow women with the same political organization. It creates a dynamic space for women and men to self-reflect analyze and then voice their concerns while fostering a spontaneous dialogue within a political organization leadership.

From 2016 to June 2021, an important number of women leaders (8,072) from all 11 Political Parties increased their knowledge and today, and are agents of positive change.

Intermediate Political Leadership training Program /IPLP

This training program aims at building capacities of Political parties' leaders in the local administrative structures of political parties on politics, leadership and democratic governance.

The program is funded by the NFPO and implemented by political Parties themselves. From 2016 to June 2021, more than **2,721** leaders from all 11 political parties have been trained.

Building Resources in Democracy, Governance and Elections /BRIDGE

From 2016 to June 2021, the NFPO in partnership with the NEC, trained 26 Party delegates. These trainings aim to build skills and capacities in democratic electoral processes for Party members.

Summer School for Youth Cadres from Political Parties

This International Summer School is organized in collaboration with the African Union (AU), the Institute for Democracy and Electoral Assistance (International IDEA) and the NFPO. It brings together youths from political organizations around the globe in order to discuss, share experiences on different politics and governance issues in their respective countries and to develop strategies enabling them to participate effectively in political activities, in a constructive way. During the past five years of the NFPO Strategic Plan, three important sessions have been organized as follows:

- Dialogues on the Inclusive Democracy, organized by the NFPO, African Union and International IDEA;
- Dialogues on Emerging trends of the negative aspects of money in politics, organized by the NFPO, African Union and International IDEA;
- Dialogues on Youth Political Contribution to prevent / Mitigate Electoral and Political Violence in African countries, organized by the NFPO, African Union and International IDEA.

C. FOSTERING THE INSTITUTIONAL DEVELOPMENT AND SERVICE DELIVERY

During the past five years of the implementation of the NFPO Strategic Plan, 2016-2021, the NFPO has updated its Website and those of Political parties' members to ease the dissemination of the NFPO operations and those of Political Parties.

The NFPO has revised its Internal Rules and regulations adopted by the NFPO General Assembly of 27th December 2018. It also revised the Code of Conduct for Political parties and their members.

The NFPO has developed its Communication Strategy and its Resource Mobilisation Plan.

It also developed its Long Term Capacity Building Plan for Political parties' members.

The NFPO has acquired the plot for which is seeking Funds to build its own administrative office building.

The NFPO supported financially training activities developed and implemented by the Political parties' members. From 2016-2021, the NFPO provided financial support amounting to 694,566,000Frw.

1.5.6. Challenges

Although the NFPO has successfully achieved a lot during the implementation of its Strategic Plan 2016-2021, there are still some challenges that hinder its development. The evaluation of the NFPO Strategic Plan revealed some key challenges which need to be addressed to ensure effective implementation of the new Strategic Plan, 2021-2026 and realize expected results. These include among others:

- The agreement of partnership between the NFPO and some Stakeholders has not been renewed. Among them include, the International IDEA, which the agreement expired in July 2020;
- The agreement between the NFPO and the UNDP shifted from “Implementing Partner Agreement (IP)” to the “Responsibility part”; and this led consequently to the reduction of the budget allocated to the NFPO activities;
- Limited financial resources (the State grant to the NFPO is still low compared to the NFPO ambitions);
- Low level of awareness among the public on the existence of the NFPO and its responsibilities versus to those of Political organizations' members;
- Impact of the COVID 19 Pandemic affected the country's life including the NFPO operations;
- Due to the global financial crisis, the identified potential stakeholders for whom the NFPO wanted to initiate partnership were experiencing consequences related to global financial crisis. They have limited financial resources.

1.6. NFPO's SWOT Analysis

Strengths of NFPO	Weaknesses Of NFPO
<p>A Constitutional Entity:</p> <ul style="list-style-type: none"> - The NFPO is an official recognised institution: The Constitution of the Republic of Rwanda(art.59), the Organic Law governing Political parties and their members (art.50), the Internal Rules and Regulations, the Code of Conduct and other operational documents, all these documents highlight its legitimacy and its role in the country's political management system. - Existence of established and inclusive leadership organs: the NFPO has required leadership organs which are effectively operational; and these include the General Assembly, the NFPO Bureau, the NFPO Standing Committees; the NFPO Executive Secretariat, and other important ad-hoc 	<ul style="list-style-type: none"> - Limited financial resources - Low level of awareness on the role of the NFPO in the Rwanda's political management system by citizen; - Limited resources for some Political Parties members of the NFPO; - Weakness in the resources

<p>Committees.</p> <ul style="list-style-type: none"> - Respect of gender equality, and equity between NFPO political party members’; - Currently all 11 registered Political organizations have opted voluntary for being members of the Forum; - Building on past Political experiences in Rwandan context; - Good partnership with National and international various institutions; - Capable, qualified and experienced staff; - Team spirit among the NFPO organs (General Assembly, Bureau, Standing Committees, Executive secretariat Team); - Existing Capacity Building Programs targeting leaders of Political Organization’s and their members; - Minimum funding granted 	<p>mobilization</p>
<p>Opportunities of NFPO</p>	<p>Threats of NFPO</p>
<ul style="list-style-type: none"> - Political will expressed by the Rwanda’s leadership; - Favourable Political environment; - A significant number of Youth cadres and women within Political parties engaged in politics and leadership roles; - International Organizations and Political Parties interested in the functioning of the Rwanda’s Multiparty system and which appreciate the role of the NFPO in political stability and national cohesion; - Political parties’ commitment opted to be and remain members of the NFPO; - Commitment of the Government of Rwanda engaged in the operationalization of the NFPO; - Important support of Rwandan population and politicians engaged to strengthen political stability, national cohesion and development; - Commitment of NFPO staff to effectively implement the NFPO programs and activities and achieve positive results. 	<ul style="list-style-type: none"> - Outside criticisms on political debate in Rwanda; - Low level of public awareness on the NFPO and Political parties’ operations by citizens - Limited financial partners to support NFPO operations and programs; - Consequences of COVID 19 pandemic that hinder the NFPO operations.

1.7. Stakeholders analysis

It is imperative that the NFPO considers various stakeholders and establishes the nature of existing relationships and how these can be developed to stimulate joint value addition. Table below presents the main stakeholders that NFPO needs to focus on, their potential and areas of interest as well as implication for the NFPO strategic development. In line with its mission and responsibilities, the NFPO deals with the following main stakeholders: Political parties, National Institutions, as well as External developmental partners.

Stakeholder	Interest	Strategic targets for NFPO
Primary stakeholders <ul style="list-style-type: none"> • Political parties; • NFPO General Assembly; • NFPO Bureau; • NFPO Committees; • NFPO Staff. 	<ul style="list-style-type: none"> - Motivated and committed to develop the NFPO and achieve its Mission and responsibilities; - NFPO organs that value and invest in its internal partners; - A flourishing Bureau and Committees that are capable and effective to coordinate and organize the NFPO activities; - Increasing Team spirit amongst the NFPO staff. 	<ul style="list-style-type: none"> - Promoting political dialogue, consensus building, political stability, tolerance and democratic governance to achieve the national cohesion and sustainable development; - Strengthening Political career development through capacity building programs for Political parties and their members; - Foster the institutional development and promoting service delivery
Secondary stakeholders <ul style="list-style-type: none"> - Central Government; - Local Government; - Development partners; - High learning institutions and researchers; - International organizations; - Civil society organizations; - Media. 	<ul style="list-style-type: none"> - Participating in the promotion of Multi-party system and democratic governance in Rwanda; - Contribution to the consensus building and national cohesion; - Promoting accountability and transparency; - Provide technical as well as financial support. 	<ul style="list-style-type: none"> - Create partnership mechanisms and information sharing with different stakeholders of the NFPO; - Implement the existing strategic documents to mobilize financial resources for the NFPO programs.
Tertiary stakeholders <ul style="list-style-type: none"> - Party members - Clients and Service providers - Citizens of Rwanda 	<ul style="list-style-type: none"> - Play a role in holding those responsible for promoting political dialogue, national cohesion, consensus democracy building; - Participate in promoting political debate. political tolerance, and national cohesion; - Need to be more and better informed about what is happening in the country; - They want to see Rwanda rated among the best promoting and implementing political dialogue, stability, good governance, and development. 	<ul style="list-style-type: none"> - Invest more in public awareness raising on political dialogue and national cohesion; - Mobilize Party members and citizens in order to participate in promoting democratic principles, national stability, and socio-economic development.

CHAPTER II. STRATEGIC OBJECTIVES AND EXPECTED RESULTS

Drawing from the contextual analysis, vision, mission and core values, the NFPO's experience and in line with the strategic mission as stipulated in the Organic Law governing Political Organizations and Politicians and as detailed by the NFPO's Internal Rules and Regulations, the NFPO has identified three major Strategic areas for the period of 2021-2026.

2.1. Strategic objectives

2.1.1. Strategic objective I. PROMOTION OF POLITICAL DIALOGUE, CONSENSUS BUILDING AND NATIONAL COHESION

The promotion of political dialogue among the NFPO members, consensus democracy building and national cohesion is the cornerstone of the NFPO mandate. Political dialogue, tolerance, and peaceful conflicts resolution are among features of democracy; and Political parties are the key actors of promoting democracy.

Effective political parties need political leaders and organizers who sit together and engage constructive consultations on national issues.

This strategic axis focuses on promoting political dialogue through organized general assembly meetings bringing together Party leaders and other high ranking Government Officials, where they shall discuss on major national issues and resolutions taken will be published for public information. The below expected results have to be achieved; and based on each one, members a number of outputs have been defined as the immediate end results to be achieved after the implementation of appropriate related activities.

Outcome 1. Political dialogue and consultations on national cohesion, consensus building, and democratic governance promoted

Output 1: Topics to be put on the Agenda of the General Assembly meetings identified

Activities:

- Identify and analyze national issues to be put on the Agenda of the General Assembly meetings;
- Organize the quarterly General Assembly meeting sessions;
- Publish the General Assembly meetings resolutions (communiqués);
- Follow up the implementation of the Resolutions of the General Assembly meetings.

Output 2: Consultative discussions on national cohesion, consensus building, and democratic governance regularly organized

Activities:

- Organize open discussions on consensus building, democratic governance for national cohesion;
- Rotate the NFPO Bureau leadership.

Outcome 2: Political culture debate and political tolerance developed

Output 1: Culture of political debate developed within the NFPO

Activities:

- Organize trainings, policy dialogues, and open political debates on national policies and issues as well as international problems.

Output 2: Culture of political tolerance developed

Activities:

- Provide advices upon request to political conflicts submitted to the NFPO from Parties or their members

Output 3: Mechanisms of prevention and political conflicts management regularly updated within the NFPO

Activities:

- Disseminate the NFPO Code of conduct for Political parties;
- Provide support to organize internal party trainings on Political conflicts prevention and resolution

Output 4: The NFPO Committees are operational based on their core missions

Activities:

- Hold the Committees meetings once two months

Outcome 3: Role of political parties in national political system management strengthened

Output 1: The National conferences and seminars on Rwandese political career development organized

Activities:

- Organize the National conferences on the Rwandese Political philosophy once two years

Output 2: Mindset and awareness on Gender policy increased

Activities:

- Organize series of open debates on gender policy and its implementation

Output 3: The NFPO and Party members participate to the annual commemoration of Genocide against Tutsi

Activities:

- Prepare and participate to the preliminary activities of each year commemoration of the 1994 Genocide against Tutsi

Output 4: The NFPO and political parties monitors (observers) political and administrative elections in Rwanda

Activities:

- Organize the observation Mission of Political and administrative elections to be organized within this 5 years' period.

Output 5: The NFPO and Political parties participate in the process of Unity and Reconciliation in Rwanda

Activities:

- Organize national conferences and dialogues on Rwanda's process of unity and reconciliation (achievements, challenges, and way forward).

Output 6: Mechanisms of accountability and zero-tolerance corruption for Political parties are set up

Activities:

- Organize national Conference on Transparency and accountability in politics;
- Organize national dialogue and trainings on principles, laws governing financial and property management for political parties.

2.1.2. Strategic objective II. STRENGTHNING PARTY CAPACITIES FOR POLITICAL CAREER DEVELOPMENT

Successful political parties engage in frequent training programs so that a constantly growing number of members are equipped to perform a variety of leadership functions such as party development and leadership, recruitment, fund-raising, policy analysis, elections campaigning and communication.

Without continuous trainings, it is impossible to expect that in long-run a Party will function effectively and be capable of addressing new challenges. The NFPO puts emphasis on capacity building programs to Party members so that NFPO Party members have capable human resources who are effectively engaged in political career and participate to the Party development as well as the country's management in a democratic way.

This strategic axis focuses on Party capacity building through which different training activities will be developed for the benefit of all registered political parties members of the NFPO.

Outcome 1: Long Term Political Party Capacity Building Plan implemented

Output 1: Training Programs/Activities strengthening Party capacities are developed and carried out by NFPO

Activities:

- Develop training Manuals and guidelines related to the NFPO long term capacity building plan

Outcome 2: Training programs for Party leaders and members funded and implemented

Output 1: Project proposals from Political parties submitted to the NFPO funded

Activities:

- Provide support to implement internal party trainings for Party leaders and members (All trainings aiming to increase Political Parties capacities);
- Organize an impact assessment for the YPLA;
- Organize the Women Political Leadership Training Program (country wide);
- Carry out a baseline survey on women representation within political parties' decision making organs;

- Organize trainings on Building Resources in Democracy, Governance and Elections (BRIDGE);
- Organize trainings on ICT as a tool driving political parties operations for both Party senior leaders and NFPO Staff;
- Organize training on the use ICT for freedom of expression and political space: Benefit and challenges.

Outcome 3: Relationship between NFPO, Political Parties and Media has been built and public is informed

Output: Relationship between NFPO, Political Parties and Media benefits both institutions and the general public is informed on their responsibilities and Government programs

Activities:

- Develop relationship between NFPO, Political Parties and Media for Party visibility and public information;
- Provide required resources to press conferences organized by Political parties;
- Set up monitoring guidelines for trainings carried out by the NFPO.

Outcome 4: Party visibility and awareness programs strengthened

Output 1: NFPO provided support to Political parties to review their Programs and Manifestos

Activities:

- Provide support to Political parties in need to review their Programs and Manifestos;
- Provide support for designing and printing out promotional material for political party (Flags, leaflets, banners, etc.);
- Provide ICT and other related equipment for political elections campaigning.

Outcome 5: Party capacity building programs monitored and/ or reviewed

Output: Effective mechanisms of monitoring capacity building programs strengthened

Activities:

- Review monitoring Matrix to analyze internal trainings reports from Political Parties supported by the NFPO;
- Set up monitoring guidelines for trainings carried out by the NFPO.

2.1.3. Strategic objective III. FOSTERING THE NFPO INSTITUTIONAL DEVELOPMENT AND SERVICE DELIVERY

This axis focuses on the NFPO institutional development, and Political Parties' development. Emphasis will be put on the strengthening of the NFPO operational framework. Mechanisms and strategies for the development of partnership and resources mobilizations will be set up.

The NFPO staff skills development will be among the priority of the Plan during this five years period of implementation.

Communications strategies will be set up to increase the NFPO visibility and awareness by general public.

Outcome 1: NFPO operational framework capacities strengthened

Output 1: NFPO operational framework improved

Activities:

- Provide technical support to ensure the NFPO organs accomplish their missions;
- Organize induction course for NFPO standing committee members;
- Improve service delivery features to the NFPO clients and members;
- Ensure the NFPO Staff remuneration, running cost and office renting;
- Set up, review and update operational Manuals to ease the NFPO activities implementation;
- Improve the reporting mechanisms;
- Acquire the own NFPO administrative Office;
- Acquire the NFPO necessary equipment and provide required material (support) to Political parties;
- Mobilize required budget for the NFPO annual running activities.

Output 2: The NFPO Software management System improved

Activities:

- Acquire and install the NFPO Software system for archive and file management;

Output 3: Personal skills and competencies of NFPO staff enhanced

Activities:

- Identify training needs for the NFPO Staff;
- Organize capacity building trainings for NFPO staff;
- Organize training programs and study tours for the NFPO staff and Party members

Outcome 2: Partnership mechanisms and resources mobilization strategies set up

Output 1: Partnership strategy between the NFPO and stakeholders initiated

Activities:

- Increase potential stakeholders (National as well as International);
- Prepare and sign partnership Memorandum of collaboration with stakeholders institutions;

Output 2: Fund mobilization mechanisms and strategies developed and implemented

Activities:

- Implement the NFPO Resources Mobilization Strategy to increase NFPO operational Funds;
- Develop project proposals and organize funds mobilization events (Breakfaster meetings);

Outcome 3: NFPO and Party members' communication strategies developed

Output 1: Communication systems between NFPO and party members improved

Activities:

- Implement and review the NFPO communication strategy and tools for the NFPO and Political Parties public awareness and visibility;

- Update the NFPO website and those of Political parties (in need);

Output 2: Relationship between NFPO and Media improved

Activities:

- Provide support for media coverage for Political party activities funded by the NFPO;
- Involve public and private media to ensure the NFPO effective public awareness.

Outcome 4 : Funding mechanisms for NFPO strategic plan developed

Output 1: The NFPO annual financial resources increased

Activities:

- Facilitate the Resources Mobilization Committee to be active in mobilizing NFPO resources;
- Disseminate and implement the new NFPO Strategic Plan to potential stakeholders for its funding purposes;
- Conduct a Mid-Term and Final assessment of the NFPO Strategic Plan.

CHAPTER III. IMPLEMENTATION MODALITIES: COORDINATION, ROLES AND RESPONSIBILITIES

The implementation of the NFPO Strategic Plan, 2021-2026 shall take place through a phased series of discrete related activities over the five-years period. It shall be underpinned by annual implementation plans to decide on the prioritization and scheduling of strategies to be implemented in support of the Plan.

This implies which strategies are to be applied and when; and which are the NFPO priorities along the five years depending on inputs: commitments, resource availability, organizational dynamism and politics, and technical capacities, etc. Thus, the guidelines for effective implementation include:

3.1. Ownership and responsibilities of the NFPO Leadership

The effective implementation of the NFPO Strategic Plan, 2021-2026 will be coordinated, on the daily basis, by the NFPO Executive Secretariat under the strategic guidance of the NFPO Bureau, and the NFPO Standing Committee in charge of Program and Partnership which is the ultimate organ to monitor the implementation of operations and programs of the NFPO.

Advice from other NFPO Standing Committees and ad hoc committees will also be taken into consideration during the implementation of the Plan.

The implementation will require for the NFPO organs to take full ownership and responsibilities in collaboration with Political Parties' members of the NFPO which are the main beneficiaries of this Plan.

Every fiscal year, an annual action plan will be developed and approved by the General Assembly. If there are urgent activities in relations with the mission of NFPO that were not planned, they shall be incorporated into the annual action plan.

From Annual Action Plan, a quarterly plan will help to implement activities identified as to be done during that period, based on available required financial resources.

The following diagram illustrates this planning process:



3.2. Stakeholders involvement and consideration

The implementation of the NFPO Strategic Plan requires the involvement of all NFPO stakeholders. This includes the national (public, private) and international stakeholders. Opportunities must be initiated to allow consistent meaningful consultations with public institutions and the NFPO leadership at National level, as well as at international level. The process should be systematic, consistent and sustained. Thus, the implementation of this strategic plan should be seen from the start as a collaborative partnership with all key stakeholders.

The Breakfast events and other outreach events will be organized to bring together the NFPO leaders and Funding partners to discuss on the partnership mechanisms which will facilitate the NFPO with its partners to jointly implement identified programs and activities.

The NFPO shall establish strategies to maintain existing funding partners, and increase the new ones in line with its Vision and Mandate.

3.3.1. Source of funding the NFPO Strategic Plan 2021-2026

Resources mobilization and cost implication

The effective implementation of the NFPO Five - Years Strategic Plan, 2021-2026, required financial and capable human resources.

The NFPO Strategic Plan 2021-2026 will be financed through two main sources of funding, domestic resources (mainly State grant) as well as financial support from development partners.

According to the priorities, the NFPO will make annual fund for its ordinary budget from the Government. Planned activities shall be done in partnership with stakeholders including Government Institutions (national), UN Agencies and embassies based in Kigali, civil society organizations and media.

The NFPO has already developed its Resource Mobilization Strategy, and an ad-hoc Committee in charge of getting and increasing the Forum's property. This Committee and resources mobilizing tool will serve to identify and increase potential funding partners.

The activities of this Strategic Plan have significant cost implication for the NFPO and its funding partners. The required budget to implement the NFPO Plan, during these five years is estimated 3, 336, 668, 901 Frw.

CHAPTER IV. MONITORING AND EVALUATION

4. 1. MONITORING SYSTEM

4.1.1. Monitoring process and Organs

Progress towards the achievements of the strategic plan objectives will be measured through results based monitoring and participatory evaluation techniques involving key stakeholders of the NFPO.

The overall Monitoring and Evaluation (M&E) of specific activities will be done in collaboration with relevant NFPO's departments.

On the daily basis, the NFPO Executive Secretariat will monitor progress towards achieving the objectives of this Strategic Plan. Data will be collected on indicators outlined in the Monitoring and Evaluation Matrix.

A Monitoring and Evaluation system will be developed to enable decision-makers at all levels to understand how resources are utilized; to measure the programs and activities results, and identify solutions to the problems of implementation. It will monitor progress of the implementation of the Strategic Plan activities including, quality, quantity, timeliness and cost effectiveness of outputs delivered, relevance, adequacy, equity and sustainability of results.

In addition, the NFPO Committee in charge Programs and Partnership will monitor at the second level the implementation of the Plan. It is expected that:

- Respective departments will develop a set of performance indicators for the reporting period for each work out. The staff will also prepare a yearly work plans based on the Strategic Plan;
- Each Quarter, the NFPO Bureau and the Committee in charge of Programs and Partnership will meet to be updated by NFPO Executive secretariat on the progress of the implementation plan;
- Challenges in the implementation will be noted and action plans to be prepared to address them;
- The strategic plan will be translated into performance responsibilities for all staff on which their performance will be evaluated.

Monitoring and Evaluation activities will be closely linked to the program based budgeting. There will be organized a regular Monitoring, a Mid-Term Review and an Impact Assessment to assess the implementation of the Plan and whether the activities done by NFPO have brought intended changes in promoting political dialogue, consensus building, democratic governance, in strengthening Party capacities.

4.1.2. Regular Monitoring

Regular Monitoring will be an internal continuous tool of collecting and analyzing information on planed activities and comparing against expected results. Depending on the nature of the programs or projects, regular monitoring will be carried out on quarterly basis to assess to what extent the inputs are being obtained, compliance to activity work plan, progress in

achieving the outputs, and if the outputs are contributing to the overall outcome and the NFPO goal. The regular monitoring will be done through:

- ***Data collection tools and documentation***

Data collection sheets will be made up during the first year of NFPO Strategic Plan July 2021 - June 2026 implementation. And a systematic documentation structure (Consolidated database matrix) will be put in place. This database will be the reference for producing quality reports on the progress made.

- ***Dashboard of performance indicators***

The logical framework will be updated annually to allow tracking the evolution of NFPO Strategic Plan implementation.

4.1.3. Key elements for monitoring

The following shall constitute the key elements to monitor the implementation of the NFPO Strategic Plan, 2021-2026:

- Availability of expected inputs for service delivery, including timing, quality and budget;
- Implemented activities vis-à-vis the planned ones;
- Timeliness of implementation of activities;
- Evidence of outcomes of the activities implemented, including timing, quality and amount;
- Level of involvement of expected stakeholders as initially planned;
- Beneficiaries, both targeted and unintended;
- Activities not implemented, or rescheduled;
- Changes, omissions, in activities or entire Strategic Plan.

4.2. EVALUATION

Throughout the implementation of the NFPO Strategic Plan, two important evaluations will be conducted, these include Mid - Term Review and Final Evaluation.

4.2.1. Mid-Term Review

Mid-Term Review will facilitate to track the extent to which the Strategic plan is being realized, the critical factors that are enabling achieving the objectives and challenges encountered. The Mid - Term Review of this Plan, is scheduled to be conducted in the third quarter of Fiscal Year 2023/2024(January - March 2024). It is intended to provide a fresh look at the objectives, design and performance of the Strategic Plans with the aim of making adjustments. At this stage, a need could arise to review some aspects (activities, targets) of the strategic plan.

The NFPO will assess the level of implementation of planned activities, the level of achievements, amount of financial resources collected, potential funding partners mobilized, the commitments done, and finally strategies to be taken to ensure the effective implementation of the Plan for the remaining period.

4.2.2. Final Evaluation / Impact Assessment

The Final Evaluation or Impact assessment of the NFPO Strategic Plan, 2021-2026 will be carried out to measure the achievements of strategic objectives, tangible results achieved, and impact. It is envisaged to be conducted at the life span of the Plan, in the fourth quarter of the Fiscal Year 2025/2026 (April - June 2026).

The Final Evaluation will provide an assessment of the outcomes / impact, a SWOT analysis vis-à-vis the outgoing Strategic Plan, challenges encountered, lessons learned and other contextual factors that can feed into the new Strategic Plan.

Specifically, the following shall constitute key elements during the end term assessment, and on which the NFPO will be based on, to think about the New Plan:

- The level of maintaining the NFPO Philosophy, Vision and Missions;
- Effectiveness of programs for the NFPO Strategic Plan in achieving the goal and objectives set;
- Efficiency in attaining the objectives and targets, in terms of cost-effectiveness in service delivery;
- Validity, relevance and coherence of interventions(programs) of the NFPO;
- Sustainability of the work of the NFPO (programs /activities);
- Contribution of the NFPO programs to the achievements of National goals in democratic governance, and the development of multiparty system in Rwanda.

4.3. INSTRUMENTS TO MONITOR AND EVALUATE THE PLAN

To regularly monitor and evaluate the implementation of the NFPO Strategic Plan, there should be means of verification. These will ease the work of the NFPO Staff in charge of Monitoring Evaluation (M&EO) and other relevant organs to generate required information on outputs, outcomes and impact indicators to monitor and evaluate the implementation of the Plan. These means of verification include:

- All NFPO activity reports;
- Progress, Mid Term and End Term evaluation reports of the Strategic Plan implementation;
- Standard M&E instruments and guidelines including report formats, standard checklists and other tools developed;
- Support supervision and monitoring visits;
- Periodic review meetings;
- Monthly, Quarterly and Annual reports of NFPO activities' implementation; Etc.

4.4. REPORTING SYSTEM

Reporting mechanisms will be focused on a system defining the implementation of the annual action plans, the frequency of narrative and financial reports. Reporting system should reflect quarterly and annual reports according to the activities planned each fiscal

year. The reports will clarify constraints and recommendations for the improvement of the implementation of NFPO Strategic Plan.

The reporting system should reflect the reverse path of the planning system, taking into consideration the following:

- Quarterly progress report is based on activities performed within the quarter. The various quarterly progress reports are the basis for preparing an annual activity reports, NFPO achievements and challenges encountered. The Quarterly reports will be prepared by the NFPO Executive Secretary and presented to the NFPO Bureau and the Standing Committee in charge of Program and Partnership;
- Different annual reports will be a comprehensive review of achievements at the end of every year while the annual consolidated report will develop a comprehensive assessment of the achievements within 5 years of the implementation of Plan. These reports will be prepared by the NFPO Executive Secretariat and being presented to the Bureau and the Standing Committee in charge of Program and Partnership; and approved by the NFPO General Assembly during their ordinary meeting;
- A mid-term evaluation report (after 2.5 years), a final evaluation report (after 5 years) will be done. The mid-term evaluation report will serve as a reference to improve the operational planning of the remaining years. It will be prepared by the NFPO Executive Secretariat and being reviewed by the Committee in charge of Program and Partnership, and will be shared with other Standing Committees, then validated by the NFPO Bureau and approved by the NFPO General Assembly during their ordinary meeting.

4. 5. DISSEMINATION OF THE NFPO STRATEGIC PLAN

As the implementation of the NFPO Strategic Plan, 2021-2026, will involve different stakeholders; this implies a wide dissemination of the Plan.

NFPO will take necessary measures to ensure the adequate dissemination of its Strategic Plan, explain it and attract more stakeholders to commit supports for its effective implementation. NFPO will use various ways and channels, including:

- Ordinary meeting with stakeholders at national level;
- Breakfast events with development partners;
- Distribution of printed materials of the Plan;
- NFPO Website;
- Radio presentation, etc,

5. LOGIC FRAMEWORK MATRIX

The five years Strategic Plan of the NFPO (2021-2026) is developed after a final review of the previous Strategic Plan (July 2016- June 2021) which revealed tremendous progress made by the NFPO during the last five years of activities. The review also highlighted the NFPO challenges and weaknesses.

Therefore, it is imperative that the NFPO builds on what has been achieved, and plan strategies to go forward. The following table indicates the strategic orientation of the NFPO in the next five years as well as indicators for measuring progress. The table indicates also activities, responsible implementers, timeline and the required budget.

LOGIC FRAMEWORK MATRIX OF THE NFPO STRATEGIC PLAN, 2021-2026

AXIS I: PROMOTION OF POLITICAL DIALOGUE, CONSENSUS BUILDING AND NATIONAL COHESION

Outcome/	Output	Base line	Targets	Activity	Indicators	Means of verification	Stakeholders	Budget (Frw)	Timeframe / Years 2021-2026
1.1. Political dialogue and consultations on national cohesion, consensus building, and democratic governance promoted	1.1.1. Topics to be put on the Agenda of the General Assembly meetings identified	Topics discussed in the General Assembly meetings sessions	At least 6 topics/ year	1. Identify and analyze National issues to be put on the Agenda of the General Assembly meetings	List of topics identified by Committees and approved by the Bureau	Annual reports	Communication and political dialogue committee and Bureau	1,600,000	x x x x x x
		4 Gen. Ass meetings/year	At least 4 General Ass/ year	2. Organize the quarterly General Assembly meetings sessions	Number of General Assembly meetings held	Annual reports	Political organizations National Institutions	2,560,000	x x x x X
		4 Gen. Ass meetings/year	At least 4 General Ass/ year	3. Publish the General Assembly resolutions (Press communiqués)	Number of the General Assembly resolutions published	Annual reports NFPO Website NFPO Monthly Bulletin	Rwanda Broadcasting Agency (RBA) National and International Media	1,600,000	x x x x X

		12 Bureau monthly meetings held	At least 12 meetings /year	4. Follow up the implementation of the Resolutions of the General Assembly meetings	Number of Resolutions implemented	Annual Reports Bureau Mandate reports	Bureau Executive Secretariat	9,600,000	x	x	x	x	x	X
1.1.2. Consultative discussions on national cohesion, consensus building and democratic governance regularly organized	Resolutions taken on consensus building	At least 6 Minutes of open discussion held	5. Organize open discussions on consensus building, democratic governance for national cohesion	Number of open discussions convened on regular basis	Annual reports	Political parties National and International institutions High learning and research institutions	Political parties National and International institutions High learning and research institutions	56,420,000	x	x	x	x	x	X
	Every 6 months	Every 6 months as required	6. Rotate the NFPO Bureau leadership	Number of rotation of the NFPO Bureau leadership happened per year	Hand over Reports	Political Parties	Political Parties	1,600,000	x	x	x	x	x	x

1.2. Political culture debate and political tolerance developed	1.2.1. Culture of political debate developed within the NFPO	3 Policy dialogues	At least 2 trainings/ policy dialogues /year	7. Organize trainings, policy dialogues, and open political debates on national policies and issues as well as international problems	Number of policy dialogues carried out	Policy dialogues reports	Political parties National Institutions Media Developmental partners	46,420,000	x	x	x	x	x
		1 Case of political conflicts submitted	All cases on political conflicts submitted to the NFPO will be assessed	8. Provide advices upon request to political conflicts submitted to the NFPO from Parties or their members	Advices provided	Annual reports	Bureau Ethics and Conflict Resolution Committee Political Parties	1,600,000	x	x	x	x	x
1.2. Political culture debate and political tolerance developed	1.2.2. Culture of political tolerance developed	Code of conduct is available	Produce and provide 1200 Code of Conducts Booklet	9. Make avail the NFPO Code of conduct for Political parties and politicians	Number of conduct produced and disseminated	Annual reports	NFPO Ethics Committee Political Parties	3,960,000	x	x			
		1.2.3. Mechanisms of prevention and political conflicts management regularly					Development						

	<p>1.3.2. Mindset and awareness on Gender policy increased</p>	<p>Women empowerment workshops organized</p>	<p>National open debate will be organized /Year</p>	<p>13. Organize series of open debates on gender policy and its implementation</p>	<p>Number of recommendations related to gender policy issued from debate</p>	<p>Conference reports</p>	<p>Political Parties Developmental partners National (UN WOMEN, UNDP, FES, National Institutions (MIGPROF, GWO, UNWOMEN, NWC, NYC, RGB,)</p>	<p>19,085,000</p>	<p>x x x x x</p>
<p>1.3.2. The NFPO and party members participate to the annual commemorations of Genocide against Tutsi</p>	<p>Each year the NFPO participates to the commemorations events</p>	<p>The NFPO will participate to the annual commemoration of the Genocide events</p>	<p>14. Prepare the commemoration of the politicians killed in the 1994 Genocide of Tutsi through each year national commemoration week</p>	<p>Commemoration activities and related events in which the NFPO has been involved</p>	<p>Annual reports</p>	<p>CNLG Political Parties</p>	<p>750,000</p>	<p>x x x x x</p>	

	<p>1.3.4. The NFPO and political parties monitors (observers) political and administrative elections in Rwanda</p>	<p>All national elections have been monitored</p>	<p>The upcoming elections will be countrywide monitored</p>	<p>1.5. Organize the observation Mission of Political and administrative elections to be organized in 2021/2022 (Administrative), 2023/24 (Parliamentarian), 2024/2025 (Presidential), 2024/2025 (Senatorial).</p>	<p>Number of Political and administrative elections monitored</p>	<p>Mission observation Reports</p>	<p>Political Parties NEC Political Parties NFPO Development Partners</p>	<p>68,036,000</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>
<p>1.3.5. The NFPO and Political parties participate in the process of Unity and Reconciliation in Rwanda</p>	<p>-</p>	<p>The NFPO and Political parties will organize national conference and dialogues on Unity and reconciliation process in Rwanda</p>	<p>1.6. Organize national conferences and dialogues on Rwanda's process of unity and reconciliation (achievements, challenges, and way forward)</p>	<p>Number of dialogues on Rwanda's process of unity and reconciliation organized (Eg. Rwanda's Reconciliation Barometer and Ndi Umunyarwanda program, and others..)</p>	<p>Dialogues reports Annual reports</p>	<p>GoR NURC Political parties Development partners</p>	<p>12,000,028</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	

1.3.6. Mechanisms of accountability and zero-tolerance corruption for Political parties are set up	-	One Conference will be organized per year	17. Organize national Conference on Transparency and accountability in politics	Number of Resolutions on Transparency and accountability taken and implemented	Annual Reports	Political Parties Office of Ombudsman Transparency International RGB UNDP	12,000,028	x	x	x	x	x
		Booklet / Guide for a Political organization's Internal Audit is available	The NFPO will organize activities aiming to implement the content of Booklet of Internal Audit Committee	18. Organize national dialogue and trainings on principles, laws governing financial and property management for political parties	Number of events carried out (dialogues or Trainings)	Dialogues/ Training reports	GoR RGB Office of Ombudsman Political Parties Development partners	8,820,000	x	x	x	x

Total Axis I: 380,146, 641Frw

AXIS II: STRENGTHENING PARTY CAPACITIES FOR POLITICAL CAREER DEVELOPMENT

Outcome	Output	Baseline	Targets	Activity	Indicators	Means of verification	Stakeholders	Budget (Frw)	Timeframe / Years 2016-2021
2.1. Long Term Political Party Capacity Building Plan implemented	Training Programs/Activities strengthening Party capacities are developed and carried out by NFPO	2 Handouts developed	10 Training Manuals will be produced (2 Hand out /Year)	19. Develop training Manuals and guidelines	Number of Training Manuals developed	Training Manual available	Political Parties Partners	13,060,000	x x x x x x
2.2. Training programs for Party leaders and members funded and implemented	2.2.1. Proposals from Political parties submitted to the NFPO funded	IPLP (5,715)	IPLP 3000/Year	20. Provide support to implement internal party trainings for Party leaders and members (All trainings aiming to increase Political Parties capacities)	% of required financial resources provided	Financial Reports Training reports from Political parties	GoR UNDP Other Developmental partners	550,000,000	x x x x x x
	2.2.2. The YPLA, WPLP, ICT -Social Networking, and	YPLA (1,159 within 10	YPLA (440 during 5 years) i.e	21. Organize the Youth Political Leadership	Number of YPLA participants	Training reports	GoR	203,793,800	x x x x x x

Bridge trainings continuously implemented	-	352 YPLA Graduates	88/year	Academy (YPLA) every year	Number of graduates graduated	Training reports	GoR UNDP Political Parties Other Partners (RGB, NURC,..)	24,428,800
	-	352 YPLA Graduates	88/year	Academy (YPLA) every year	Number of graduates graduated	Training reports	GoR UNDP Political Parties Other Partners (RGB, NURC,..)	24,428,800
						Assessment report	GoR UNDP Political Parties	17,250,000
					1 Impact assessment carried out			
					An Impact assessment for YPLA will be carried out	23. Carry out impact assessment on capacity development programs organized by the NFPO		
					YPLA Concept Note / 10 Years of YPLA implementation			

WPLP (591)	WPLP (4,950)	24. Organize the Women Political Leadership Training Program (country wide)	Number of women trained	Training Reports	Other development Partners UNDP GoR Political organizations Other development partners	200,000,000	x	x	x	x	x
Report of women survey conducted in 2012	Women representation within Political Parties' decision making organs is known	25. Carry out a baseline survey on women representation within political parties' decision making organs	% of Women representation within Political parties' decision making organs	Survey report	GoR Political parties Other development partners	3,000,000	x	x	x	x	x

		challenges	the use ICT	Parties						
Relationship between NFPO, Political Parties and Media has been built and public is informed	Relationship between NFPO, Political Parties and Media benefits both institutions and the general public is informed on their responsibilities and Govt programs	Joint trainings and events already organized between NFPO and Media	30 Print Media, audio, and visual Media partner with NFPO	29. Develop relationship between NFPO, Political Parties and Media for Party visibility and public information	Number of Media writing, publishing or reporting on the NFPO Programs and activities	Annual reports	GoR Political Parties Development Partners MINALOC Rwanda Media Commission (RMC)	4,367,000	x x x x	x x x x
		Press conferences are held	Proposals from Political parties to hold press conferences will be funded	30. Provide required resources to press conferences organized by Political parties	Number of Press conferences held and funded	Financial reports	UNDP Political organizations	21,000,000	x	x

2.3. Party visibility and awareness programs at grass root levels strengthened	NFPO provided support to Political parties to review their Programs and Manifestos	Political party Programs and Manifesto are available	At least 11 Political Party programs will be reviewed and printed out	31. Provide support to Political parties in need to review their Programs and Manifestos	Number of Political Party programs/ Manifesto reviewed and printed out	Annual Reports	GoR UNDP Political organizations	44,000,000			x	x
		Each year the support is provided	NFPO will provide requested support to political parties to print out their promotional material	32. Provide support for designing and printing out promotional material for political party (Flags, leaflets, banners, etc.)	Number of P. Parties which requested support for printing out their promotional material	Financial Reports	GoR Political Parties	25,500,000			x	x
		ICT and other related equipment for political elections campaign g are provided	NFPO will provide ICT and other related equipment for presidential and MPs elections campaign	33. Provide ICT and other related equipment for political elections campaigning	List of ICT and other related equipment material provided to Political Parties	Annual reports	GoR Political Parties Other development partners	10,000,000				x

2. 4. Party capacity building programs monitored and/ or reviewed	Effective mechanisms of monitoring capacity building programs strengthened	Report format is available	Training reports from Political Parties are well presented	34. Review monitoring Matrix to analyze internal trainings reports from Political Parties supported by the NFPO	Reviewed Format (Report Format or Matrix)	Reviewed documents	Political Parties NFPO	1,600,000	x	x	x	x	X
		Evaluation form is available	On line Monitoring system will be developed	35. Set up monitoring guidelines for trainings carried out by the NFPO	Online monitoring system is operational	Monitoring document	UNDP GoR Political Parties	1,600,000	x	x	x	x	X

Total Axis II: 1,174,413,600Frw

AXIS III: FOSTERING THE NFPO INSTITUTIONAL CAPACITY DEVELOPMENT AND SERVICE DELIVERY

Outcome	Output	Baseline	Targets	Activity	Indicators	Means of verification	Stakeholders	Budget (Frw)	Timeframe / Years
3.1. NFPO operational framework capacities strengthened	3.1.1. NFPO operational framework improved	The NFPO Executive Secretariat provides required technical support to the NFPO organs	The Executive Secretariat will effectively provide required technical support to NFPO organs	36. Provide technical support to ensure the NFPO organs accomplish their missions	NFPO organs successfully achieve their core missions	Annual reports	NFPO Executive Secretariat	1,600,000	x x x x x x
		-	The new appointed members of the NFPO will benefit from the induction course	37. Organize induction course for NFPO Committee members	Number of newly appointed members trained	Induction Reports	NFPO Executive Secretariat NFPO Bureau	1,500,000	x
		NFPO provides services to clients and partners	NFPO will improve the service delivery	38. Improve service delivery features to the NFPO clients and members	Services to be delivered to the NFPO clients and partners provided on time	Annual Reports	NFPO Secretariat Political organizations Other partners	2,420,000	x x x x X
	The NFPO operations run effectively	The NFPO will ensure its effective functioning	The NFPO will ensure the monthly remunerated, running cost available, rental	39. Ensure the NFPO Staff remuneration and running cost	NFPO staff monthly remunerated, running cost available, rental	Annual report	GoR development partners	1,161,842,390	x x x x X

		system				NFPO annual report	total partners							
3.1.2. Personal skills and competencies of NFPO staff enhanced	-	The NFPO will identify the training needs for its staff	47. Identify training needs for the NFPO Staff	List of professional trainings identified	Needs assessment Reports	GoR Other Partners	x x	x x	x x	1,600,000	x	x	x	x
	The NFPO Staff got the trainings	At least 2 NFPO staff will be trained	48. Organize capacity building trainings for NFPO staff	Number of staff trained	Training Reports	GoR Other Partners	x x	x x	x x	36,000,000	x	x	x	x
	The NFPO organized Study trips for its staff and Party members abroad	At least one study trip will be organized	49. Organize training programs and study tours for the NFPO staff and Party members	Number of Study trips organized abroad	Study visits reports	GoR Other partners	x x	x x	x x	16,500,000	x	x	x	x
3.2. Partnership mechanisms and resources mobilization strategies set up	Stakeholders exist	The List of NFPO stakeholders is updated regularly	50. Increase potential stakeholders (National as well as International)	List of NFPO stakeholders identified (increased)	List of stakeholders	National International Stakeholders	x x	x x	x x	18,000,000	x	x	x	x
	MoU signed with Stakeholders	At least two new MoUs prepared and	51. Prepare and sign partnership Memorandum of	Number of MoUs documents signed	Documents of MoUs signed	Developmental partners	x	x	x	16,500,000	x	x	x	x

3.3. NFPO and Party members communication strategies developed	3.3.1. Communication systems between NFPO and party members improved	Communication strategy is available	Communication strategy to be implemented and reviewed	54. Increase public awareness and visibility of the NFPO and political parties' members to the general public through different communication channels	Document of communication strategy is implemented and reviewed	Reviewed Communication strategy document	NFPO Committee in charge of communication The NFPO Executive Secretary Political Parties Developmental partners	2,286,000					x	
		NFPO Website	The NFPO website will be regularly operational	55. Update the NFPO website and those of Political parties (in need)	NFPO Website regularly updated	The NFPO Website		NFPO	6,000,000				x	
	3.3.2. Relationship between NFPO and Media improved	Budget line exists	At least 5% of projects proposals funded by the NFPO will be allocated to Media Coverage	56. Provide budget line for media coverage for Political party activities funded by the NFPO	% of Budget provided to Media coverage for Political parties activities	Financial reports		Political parties Media Other partners	27,500,000				x	
		National Media invited to cover NFPO activities	NFPO will increase number of Media covering NFPO	57. Involve public and private media to ensure the NFPO effective public	Number of Media publishing NFPO's activities	Annual Reports		Public and Private Media	21,000,000				x	

3.4. Funding mechanisms for NFPO strategic plan developed	3.4.1. The NFPO annual financial resources increased	Resources mobilization Committee is operational	The Resource Mobilization Committee will be effectively operational	58. Facilitate the Resources Mobilization Committee to be active in mobilizing NFPO resources	Facilities provided to resources mobilization Committee	Resources Mobilization Reports	NFPO Executive secretariat NFPO Resources mobilization Committee	3,200,000	x	x	x	x	x	x						
		The NFPO Strategic Plan 2016-2021 has been implemented, and evaluated	The new NFPO Strategic Plan 2021-2026 will be widely disseminated, implemented to different potential stakeholders	59. Disseminate and implement the new NFPO Strategic Plan to potential stakeholders for its funding purposes	Number of New Strategic Plan submitted to stakeholders	Dissemination and implementation reports	Political organizations Other Partners	1,500,000	x	x				x						
		2016-2021 Mid Term and Final Assessment reports	NFPO will conduct a Mid-Term Review and a final assessment of the 2021 - 2026 Strategic Plan	60. Conduct a Mid-Term and Final assessment of the NFPO Strategic Plan	1 Mid-Term Review 1 Final assessment carried out	Mid-Term Review report Final assessment Report	NFPO Executive Secretariat Political Parties Other partners	2,756,800	x			X								

Total Axis III: 1,782,108,660 Frw
General Total: 3,336,668,901Frw

CONCLUSION

By formulating the NFPO Strategic Plan, 2021 - 2026, the NFPO has shown its commitment to continue promoting political dialogue, consensus democracy building and national cohesion.

The Plan expresses the commitment of Political Parties members of the NFPO to continue strengthening Party capacities for Political Career development and multi - party system in Rwanda. It will also help the NFPO to develop its competencies and skills through capacity building in order to be more effective.

The NFPO Strategic Plan highlights activities to be implemented and indicators that shall help to move forward from plan to action. Its implementation requires the synergy of various NFPO organs and Political parties' members of the Forum, the Government institutions, civil society organisations, Private sector, as well as international stakeholders. This, therefore, calls for more coordination and communication strategies.

Monitoring and Mid-term review of this Plan will enable its effective implementation, re-adjustment when necessary and do corrections on time. This Plan will also help in resources mobilization and stakeholders' partnership.

The estimated budget to allow the implementation of NFPO Strategic Plan July 2021 - June 2026 is 3,336,668,901 Frw.

Table: Summary of Costs for five years' strategic planning

No	Strategic Axes	Projected budget for the 3 Strategic Axes					General Total/	%
		2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2021 -2026	
1	Promotion of political dialogue, consensus building and national cohesion	81,392,533	83,372,533	83,372,532	67,625,510	64,383,533	380,146,640	11.5
2	Strengthening Party capacities for political career development	206,994,260	252,546,494	253,582,092	244,309,927	216,980,827	1,174,413,601	35
3	Fostering NFPO Institutional capacity development and service delivery	353,184,532	352,384,532	364,327,532	366,384,532	345,827,532	1,782,108,660	53.5
	Total Planned	641,571,325	688,303,559	701,282,156	678,319,969	627,191,892	3,336,668,901	100

APPENDIX I. REFERENCES

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