



**REPUBLIC OF RWANDA**  
**NATIONAL ELECTORAL COMMISSION**

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**2018-2019 NATIONAL ELECTORAL COMMISSION (NEC)**  
**ACTION PLAN**

*July 2018*

## **FOREWORD**

The Law N°31/2005 of 24/12/2005 relating to the organization and functioning of the National Electoral Commission (NEC) as modified and complemented to date in its articles 4 and 28 provides that the Commission yearly submits its Plan of Action and activity reports to the President of the Republic and a copy reserved to the President of the Senate, the Speaker of the Chamber of Deputies, the Chief Justice, the Prime Minister and the Minister in charge of Local Government.

The 2018-2019 NEC Action Plan extracted from 2017-2022 Strategic Plan will mainly focus on preparation and conduct of Parliamentary elections scheduled from 2 to 4 September 2018. Preliminary preparations ended with the 2017-2018 financial year and the first quarter of 2018-2019 financial year will begin with election operations that include principally acquisition and transportation of election materials to polling stations, update of the voter register, training of election staff and other targeted groups including key election stakeholders, information to the general population on elections and facilitation of election staff and volunteers in terms of transport, meals and communication on polling days.

Besides these general elections, the National Electoral Commission will continue to carry out ordinary activities as provided in its legal mandate as well as its 201-2022 Strategic Plan. These are mainly preparation of 2019 Senatorial elections, organization of periodic by-elections, civic education related to elections, reinforcement of partnership with other Institutions, enhancement of ICT in election activities and building NEC human and institutional capacities.

The implementation of planned activities requires a total budget amounted at **Frw 4,279,388,862** totally funded by the Government of Rwanda. The National Electoral Commission takes this opportunity to invite all election stakeholders to participate in the implementation of this action plan. More importantly, all Rwandans are invited to fully play their role by massively participating in electing their new Parliament on 02 to 4th September 2018.

Done at Kigali, on 13/07/2018.

**MUNYANEZA Charles**  
Executive Secretary

## INTRODUCTION

The 2018-2019 National Electoral Commission Action Plan (NEC) is in line with the implementation of its 2017-2022 Strategic Plan and Public Institutions' Program Budget Structure. This Action Plan principally focuses on preparation and conduct of Parliamentary elections and contains two (2) outcomes, two (2) Programs, three (3) sub-programs, eleven (11) Outputs and seventy-five (75) Activities with their respective budget allocations and distributed in four (4) NEC Administrative Units as summarized in the table below:

OUTCOMES	PROGRAM	SUB-PROGRAM	OUTPUT	BUDGET ALLOCATED	%
<b>OVERALL BUDGET ALLOCATED</b>				<b>4,279,388,862</b>	<b>100</b>
<i>The Electoral System is enhanced and public outreach programs are carried out to enable preparation and conduct of elections</i>					
<b>ELECTION PREPARATION AND MANAGEMENT</b>				<b>3,060,334,691</b>	<b>71.5</b>
<b>ELECTION MANAGEMENT</b>				<b>2,660,250,462</b>	
			2018 Parliamentary Elections prepared and conducted	2,541,133,382	
			2018-2019 By-Elections conducted	105,347,752	
			2019 Senatorial elections preparations conducted	13,769,328	
<b>CIVIC EDUCATION ON ELECTIONS</b>				<b>400,084,229</b>	
			Annual electoral civic education program prepared and evaluated	13,021,712	
			Modern information, communication and documentation center operationalized and strengthened	162,099,980	
			Electoral Civic Education delivered to the population through training activities	224,962,537	
<i>NEC institutional and staff capacities developed and strengthened</i>					
<b>ADMINISTRATION AND SUPPORT SERVICES</b>				<b>1,219,054,171</b>	<b>28.5</b>
<b>ADMINISTRATION AND SUPPORT SERVICES</b>				<b>1,219,054,171</b>	
			Modern ICT equipment acquired, maintained and ICT capacities enhanced	92,715,780	
			Required goods and services purchased and managed	321,922,673	
			Planning, Administration and Finance activities improved	41,070,352	
			All employees remunerated, motivated and Human Resources' skills, knowledge and management improved	737,359,959	
			Partnership with national and international stakeholders strengthened	25,985,407	

## 2018-2019 NEC Action Plan

Programme	Sub- Programme	Outputs	Indicators	Baseline	Targets	Activities to Deliver Output	Planned Budget	Responsible	
<b>TOTAL BUDGET</b>							<b>4,279,388,862</b>		
<i>Outcome 1: Electoral system enhanced and public outreach programs carried out to enable preparation and conduct of free, fair and transparent elections</i>									
<b>ELECTION PREPARATION AND MANAGEMENT</b>	<b>ELECTION PREPARATION AND MANAGEMENT</b>	<b>2018 Parliamentary Elections prepared and conducted</b>	*Legislative election's operations prepared, conducted and reported *80 MPs of whom at least 30% are women are elected by end September 2018	*80 MPs elected in 2013 for a 5-year term *64% women MPs *Accreditation of 1572 election observers in 2013 parliamentary elections *6,897,076 eligible voters present on 2017 presidential elections *2,441 and 16,802 polling centers and stations used in 2017 presidential elections *98.15% voter-turnout *76,066 election volunteers used in 2017 presidential elections	<b>Q1:</b> Preparation of pre-election's activities for 7,200,000 voters	Acquire election materials	707,097,624	DDES	
						Print organic law and regulations governing Parliamentary elections	15,000,000	Legal Office	
						Accredit 2,500 election observers	2,250,000	Documentation & Election Observers Management Office	
						Evaluate, deploy election volunteers and manage their database	72,498,724	DDES & DICT	
						Update voters' register (data entry)	24,734,320	DICT	
						Print final voter list	16,451,000	DICT	
						Train 74,696 election volunteers on Parliamentary elections management	201,130,400	DDES	
						<b>Q1:</b> Conduct of election's operations for 80 MPs by	Monitor candidates election campaigns	28,127,096	DDES
						Monitor public media on Parliamentary	15,000,000	PRCO	

Programme	Sub- Programme	Outputs	Indicators	Baseline	Targets	Activities to Deliver Output	Planned Budget	Responsible	
					7,200,000 voters	elections' process			
						Deliver election materials and prepare polling centers and stations	143,734,328	DDES	
						Conduct Parliamentary general elections' operations and provide volunteers' allowances and facilitation	1,060,298,250	DDES	
						Conduct election of representatives of people with disabilities	6,541,160	DDES	
						Conduct election of women representatives	45,797,680	DDES	
						Conduct election of Youth representatives	5,646,000	DDES	
						Facilitate security organs	180,000,000	DDES	
					<b>Q1-Q2:</b> Conduct of post-election activities	Prepare and conduct Parliamentary elections evaluation	7,170,600	DDES	
						Prepare and print Parliamentary elections' report	9,656,200	DDES	
		<b>Sub-Total Parliamentary Elections</b>						<b>2,541,133,382</b>	
		<b>2018-2019 By-Elections</b>	All vacant posts submitted by the	5% of Local Leaders annually replaced	<b>Q1-Q4:</b> Replacement of	Announce by-elections	700,000	PRCO	

Programme	Sub- Programme	Outputs	Indicators	Baseline	Targets	Activities to Deliver Output	Planned Budget	Responsible
		<b>conducted</b>	Parliament and MINALOC filled	and all vacant posts in the Parliament filled	100% of vacant posts in elected organs	Print by-elections voter list	3,140,000	DICT
						Monitor by-elections campaign	5,499,108	DDES
						Train by-elections volunteers	12,934,712	DDES
						Conduct by-elections operations	49,787,612	DDES
						Prepare and provide allowances and facilitation for election volunteers	30,752,000	DDES
						Update Local Leaders database (Data entry)	2,534,320	DICT
						<b>Sub-Total By-Elections</b>		
		<b>2019 Senatorial elections preparations conducted</b>	At least 70% of pre-election activities conducted	Members of Senate elected in 2011 for a term of 8 years	<b>Q3-Q4:</b> Conduct of pre-election activities	Prepare Presidential Orders relating to Senatorial elections	100,000	Legal Office
						Update and print regulations governing senatorial elections	2,742,000	Legal Office
						Prepare and Print 3,000 copies of electoral calendar	1,938,400	DDES
						Evaluate election volunteers and identify polling centers	3,576,964	DDES
						Purchase required electoral materials	2,835,000	DDES
						Conduct field election operations meetings with stakeholders	2,576,964	DDES

Programme	Sub- Programme	Outputs	Indicators	Baseline	Targets	Activities to Deliver Output	Planned Budget	Responsible
		<i>Sub-Total Senatorial Elections</i>					<b>13,769,328</b>	
	<b>CIVIC EDUCATION ON ELECTIONS</b>	<b>Annual electoral civic education program prepared and evaluated</b>	2018-2019 Electoral Civic Education program and training manuals prepared, printed and distributed	Existing 2017-2018 electoral civic education program and training manuals	<b>Q1:</b> Preparation and evaluation of the annual training plan and training manuals	Evaluate 2017-2018 electoral civic education program	1,856,000	DDES
Prepare 2018-2019 electoral civic education program and training manuals						4,294,800	DDES	
Print and distribute 2018-2019 electoral civic education program and training manuals						6,870,912	DDES	
		<i>Sub-Total Annual electoral civic education program prepared and evaluated</i>					<b>13,021,712</b>	
		<b>Modern information, communication and documentation center operationalized and strengthened</b>	Public sensitized through audio-visual approaches and techniques	*Existing NEC communication strategy *Existing Partnership MoUs *Rwanda audience survey (Media performance ranking) *Existing database of NEC documentation center and archives	<b>Q1:</b> 15 days spot on electoral process on 4 radios; 5,000,000 SMS; NEC corner on 4 radios; production of 300 000 Message cards; Adverts in 5 Newspapers; 2 Live shows "Dusangire ijambo" on Radio & TV; 3 Press conferences 12 Signposts and 6 Electronic Billboards for	Sensitize the population on elections through different communication channels	123,383,000	PRCO

Programme	Sub- Programme	Outputs	Indicators	Baseline	Targets	Activities to Deliver Output	Planned Budget	Responsible
					2months; 900 C.E. banners			
					<b>Q2- Q4:</b> 3 web banners for 6 months; 2 TV spots/ Adverts on 3 TVs; 20 Tear drops			
					<b>Q1-Q4:</b> Daily implementation of information and documentation systems	Produce "Inzira ya demokarasi" radio program and magazine	35,591,980	PRCO
				Subscribe in Official gazette and newspapers		1,650,000	Doc& El.Obs. Mgt	
				Manage documentation center and archives		1,475,000	Doc& El.Obs. Mgt	
		<b>Sub-Total Modern information, communication and documentation center operationalized and strengthened</b>					<b>162,099,980</b>	
		<b>Electoral Civic Education delivered to the population through training activities</b>	Training activities organized, monitored and delivered directly to the population and through election stakeholder engagement	*Existing National Civic Education Policy *Survey report on the impact of civic and voter education on voter's participation in electoral process in Rwanda *2018-2019 annual civic education program	<b>Q1:</b> Training of <b>12,940</b> election stakeholders on Parliamentary electoral process and election management	Train 2,500 election observers for Parliamentary elections	1,425,000	Doc& El.Obs. Mgt
						Train 3,122 representatives of National Women Council members from District to Sector level	27,411,800	DDES
						Train 4,014 members of National Youth Council members from District to Sector level	36,136,600	DDES



Programme	Sub- Programme	Outputs	Indicators	Baseline	Targets	Activities to Deliver Output	Planned Budget	Responsible
						Train 3,222 members of National Council of People with Disabilities members from District to Sector level	38,831,800	DDES
						Train 82 trainers (ToTs) at national level	884,800	DDES
						Train representatives of Cooperatives members	12,622,580	DDES
					<b>Q2:</b> Training of 14,398 people on electoral process	Train 14,398 members of civic education coordination committees from District to Cell level	30,523,200	DDES
					<b>Q3-Q4:</b> Training of the general population on electoral process	Sensitize general the population on electoral process through Umuganda, Inteko z'Abaturage and Itorero activities	25,245,160	DDES
					<b>Q1-Q4:</b> Monitoring and facilitation of training	Monitor and supervise electoral Civic Education training	51,881,597	DDES
					<b>Sub- Total Electoral Civic Education delivered to the population through training activities</b>		<b>224,962,537</b>	
<b>Outcome 2: NEC institutional and staff capacity developed and strengthened</b>								
<b>ADMINISTRATIVE AND SUPPORT SERVICES</b>	<b>ADMINISTRATIVE AND SUPPORT SERVICES</b>	<b>Modern ICT equipment acquired, maintained and</b>	Required ICT equipment and software acquired, maintained and the	Existing ICT equipment and software	<b>Q1:</b> Hiring a national consultant	Hire consultancy services to enhance IT capacities in election	10,000,000	DICT

Programme	Sub- Programme	Outputs	Indicators	Baseline	Targets	Activities to Deliver Output	Planned Budget	Responsible
		<b>ICT capacities enhanced</b>	ICT capacities reinforced in NEC activities			management		
					<b>Q1-Q4:</b> *Acquisition and maintenance of ICT Equipment *Monthly communication and internet subscription	Acquire new IT equipment and software	36,600,000	DICT
						Maintain ICT equipment	15,000,000	DICT
						Ensure performance of network connectivity and communication	31,115,780	DICT
		<b>Sub-Total ICT</b>					<b>92,715,780</b>	
		<b>Required goods and services are purchased and managed</b>	Required goods and services acquired and managed	*Existing NEC Assets Register *Existing procurement plan	<b>Q1-Q4:</b> 100% of implementation of 2018-2019 procurement plan	Manage tender process	560,000	Proc. Office
						Ensure acquisition of goods and different services	260,757,670	DAF
						Maintain and repair NEC immovable assets	60,605,003	DAF
		<b>Sub-Total Acquisition of goods and services</b>					<b>321,922,673</b>	
		<b>Planning, Administration and Finance activities improved</b>	*NEC Action Plan, Budget and performance contracts prepared, monitored and evaluated *NEC Management systems audited	*Existing 2017-2022 NEC Strategic Plan *2017-2018 NEC Action Plan, Budget and performance contract *Existing Internal and External audits' recommendations * Existing NEC Internal Regulations	<b>Q1:</b> Evaluation and preparation and of NEC performance contracts	Evaluate 2017-2018 NEC performance contract prepare 2018-2019 institutional performance contract	3,169,200	PM&E Office
						<b>Q1-Q4:</b> Preparation, Implementation, Evaluation and audit of NEC Action Plan,	Finalize and consolidate 2018-2019 NEC Action plan with approved Budget by Parliament	923,000

Programme	Sub- Programme	Outputs	Indicators	Baseline	Targets	Activities to Deliver Output	Planned Budget	Responsible	
					Budget and management systems	Prepare 2019-2020 NEC Action Plan & Budget and 2019-2022 MTEF	6,576,800	DAF PM&E Office	
					<b>Q2:</b> Update of NEC asset register	Prepare payments and financial operations	3,988,000	DAF	
					<b>Q3:</b> Organization of a retreat of Commissioners and All NEC staff members	Prepare NEC Asset register and prepare NEC inventory	6,065,800	DAF	
						Hold NEC annual working retreat	14,614,800	PM&E Office	
						Revise 2018-2019 NEC Budget	104,000	DAF	
						Prepare and print NEC activity reports	900,000	PM&E Office	
						Audit NEC management systems	4,728,752	Internal Auditor	
		<b>Sub-Total Planning, Administration &amp; Finance</b>						<b>41,070,352</b>	
		<b>Employees remunerated, motivated and Human Resources' skills, knowledge and management improved</b>	*NEC staff performance contracts prepared and evaluated *NEC staff capacities assessed and developed *NEC staff welfare improved	2017-2018 Staff performance contracts	<b>Q1:</b> Evaluation of 2017-2018 staff performance contracts and preparation of 2018-2019 performance contracts	Evaluate and prepare staff performance contracts	4,104,456	HRMS	
				Existing 2017-2018 NEC CBP	<b>Q2:</b> Preparation of 2019-2020 Capacity Building Plan (CBP)	Conduct 2019-2020 NEC Staff Training Needs Assessment and develop training plan	5,616,200	HRMS	

Programme	Sub- Programme	Outputs	Indicators	Baseline	Targets	Activities to Deliver Output	Planned Budget	Responsible	
					Q1-Q4: Election observation mission for 2 Commissioners and 2 staff and Benchmarking missions for 2 NEC Commissioners and 2 NEC staff	Participate in election observation and benchmarking	5,000,000	PRCO	
				NEC organizational structure with 7 Commissioners and 50 Employees	Q1-Q4: HR Administration and daily Management and periodically motivation	Visit NEC field offices and Advise on Human Resources management	2,990,552	HRMS	
						Prepare and conduct recruitment of NEC Staff	1,078,400	DAF	
						Manage salaries, allowances and bonuses for staff and Commissioners	687,852,351	DAF	
						Prepare and coordinate administrative and statutory meetings	12,568,000	DAF	
						Prepare and support social events and public ceremonies	12,150,000	DAF	
						Ensure staff participation in sports	6,000,000	HRMS	
						<b>Sub-Total HR Management</b>		<b>737,359,959</b>	

Programme	Sub- Programme	Outputs	Indicators	Baseline	Targets	Activities to Deliver Output	Planned Budget	Responsible
		<b>Partnership with national and international stakeholders strengthened</b>	NEC customer strategy and partnership agreements implemented	*Existing NEC customer care and communication strategies *Existing NEC Service Charter	<b>Q1-Q4:</b> Management of NEC correspondences	Manage internal and external official correspondences	12,920,000	Secretary & Admin. Ass.
	<b>Q1:</b> Purchase of customer materials <b>Q1-Q4:</b> Visit to all NEC field offices				Implement NEC customer strategy	4,627,157	Customer care Office	
	<b>Q1-Q4:</b> Meetings with election partners				Organize consultative meetings with stakeholders	2,659,000	PRCO	
	<b>Q1- Q4 :</b> *Participation and coordination of annual sessions *Annual membership contribution				Participate in the activities of Electoral Management Bodies and Organs	5,779,250	PRCO	
		<b><i>Sub-Total Partnership</i></b>					<b>25,985,407</b>	

## **ACRONYMS**

CBP:	Capacity Building Plan
DAF:	Directorate of Administration and Finance
DDES:	Department of Deputy Executive Secretary
DICT:	Directorate of Information and Communication Technologies
HR:	Human Resources
HRMS:	Humana Resources Management Specialist
MINALOC:	Ministry of Local Government
MP:	Member of Parliament
MTEF:	Medium Term Expenditure Framework
NEC:	National Electoral Commission
PM&E:	Planning, Monitoring and Evaluation
PRCO:	Public Relations and Communication Office
SMS:	Short Message Service

## CONCLUSION

The National Electoral Commission Action Plan for 2018-2019 financial year is mainly focused on preparation and conduct of Parliamentary elections, chamber of Deputies, preparation for 2019 Senatorial elections and holding of by-elections.

The success of these elections will depend on the involvement of all election stakeholders at all levels. In particular, massive participation of the population is required to ensure credibility of elections as well as continuing consolidation of the high level of transparency of the country's democratization process.

The National Electoral Commission calls upon all election stakeholders especially electors to get involved and support this action plan in order to contribute to the national development through electoral democracy and good governance.

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