



REPUBLIC OF RWANDA
NATIONAL ELECTORAL COMMISSION



2020-2021 NATIONAL ELECTORAL COMMISSION
ACTION PLAN

July 2020

FOREWORD

As provided by 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 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,

It is in this context that the 2020-2021 NEC Action Plan was prepared. In line with implementing the 2017-2022 Strategic Plan, the focus of this annual plan of activities will be the preparation and conduct of “ABUNZI” Committees elections and Local and Special Councils’ elections scheduled in Quarter 1 of 2020 and February- March 2021 respectively.

The key activities that will be carried out include mainly acquisition of election materials, update of voters’ register, training of election volunteers and other election stakeholders, civic and voter education, general public awareness on electoral process and conduct of electoral operations.

The implementation of this 2020-2021 NEC Action Plan requires adequate resources, especially necessary funds to conduct timely and successfully the above mentioned elections. The budget allocated to the National Electoral Commission amounts to **Frw 3,513,887,791** showing a deficit of **Frw 2,208,605,897** compared to the needed budget of **Frw 5,722,493,688** for priority activities. The main gaps relate to the acquisition of election materials including printing ballot papers, the update of the voters’ register and facilitation allowances of election volunteers on polling days.

The National Electoral Commission (NEC) takes this opportunity to express gratitude to the Government of Rwanda for the continuous support and calls upon all Rwandans and election stakeholders to actively participate in elections planned in 2020-2021 Financial Year.

Done at Kigali, on 14/07/2020.

Prof. KALISA MBANDA
Chairman

ACRONYMS

DAF:	Directorate of Administration and Finance
DDES:	Department of Deputy Executive Secretary
DICT:	Directorate of Information and Communication Technologies
HRMS:	Human Resources Management Specialist
MTEF:	Medium Term Expenditure Framework
NEC:	National Electoral Commission
PM&E:	Planning, Monitoring and Evaluation
PRCO:	Public Relations and Communication Office

INTRODUCTION

The implementation of the 2020-2021 National Electoral Commission (NEC) Action Plan is in line with the execution of its 2017-2022 NEC Strategic Plan. This Action Plan therefore contains 2 **outcomes**, 2 Programs, 3 sub-programs, 11 **Outputs** and 84 **Activities** with respective budget allocated to 4 NEC Administrative Units as summarized in the table below:

OUTCOMES	PROGRAM	SUB-PROGRAM	OUTPUT	BUDGET ALLOCATED	%
OVERALL BUDGET ALLOCATED				3,513,887,791	100
<i>ELECTORAL SYSTEM ENHANCED AND PUBLIC OUTREACH PROGRAMS CARRIED OUT TO ENABLE PREPARATION AND CONDUCT OF FREE, FAIR AND TRANSPARENT ELECTIONS</i>					
ELECTION PREPARATION AND MANAGEMENT				2,153,783,831	61.3
ELECTION MANAGEMENT				1,787,379,375	
2021 Local Elections prepared and conducted				1,589,300,008	
2020 "Abunzi" committees' elections prepared and conducted				196,882,866	
2020-2021 By-Elections prepared and conducted				1,196,501	
CIVIC EDUCATION ON ELECTIONS				366,404,456	
Annual electoral civic education program prepared and evaluated				36,541,524	
Modern information, communication and documentation center operationalized and strengthened				105,551,980	
Electoral Civic Education delivered to the population through training activities				224,310,952	
<i>NEC INSTITUTIONAL AND STAFF CAPACITY DEVELOPMENT STRENGTHENED</i>					
ADMINISTRATION AND SUPPORT SERVICES				1,360,103,960	38.7
ADMINISTRATION AND SUPPORT SERVICES				1,360,103,960	
Modern ICT equipment acquired and maintained				128,453,184	
Required goods and services are purchased and managed				273,769,100	
Planning, Administration and Finance activities improved				53,251,968	
Employees remunerated, motivated and Human Resources' skills, knowledge and management improved				846,202,848	
Partnership with national and international stakeholders strengthened				58,426,860	

2020-2021 NEC ACTION PLAN

Program	Sub- Program	Outputs	Indicators	Baseline	Targets/ Milestone	Activities to Deliver Output	Responsible	Budget allocated (Frw)
TOTAL BUDGET								3,513,887,791
<i>Outcome 1: Electoral system enhanced and public outreach programs carried out to enable preparation and conduct of free, fair and transparent elections</i>								2,153,783,831
ELECTION PREPARATION AND MANAGEMENT	ELECTION PREPARATION AND MANAGEMENT	<i>2021 Local Elections prepared and conducted</i>	Election of leaders in both local and special councils from Village to national level were prepared, conducted and reported	412,490 Authorities elected from Village to the national level in 2016 for a term of 5 years	Q1-Q2: Legal instruments related to local elections are put in place	Prepare the Presidential Order relating to Local elections	Legal Advisor	305,000
						Prepare the Prime Minister Order relating to Local elections	Legal Advisor	305,000
						Prepare and print 5,000 copies of regulations governing Local elections	Legal Advisor	10,000,000
					Q1-Q2: Electoral calendar prepared, disseminated and required election materials purchased	Prepare electoral calendar	DDES	494,000
						Acquire election materials	DDES	313,047,000
						Organize meetings with election stakeholders at national and local levels	DDES	14,102,000
						Conduct field elections operational meetings	DDES	9,710,000
					Q2-Q3: 1,500 election observers accredited and trained	Accredit election observers	Doc.& El. Obs Mgt Office	3,070,000
						Train election observers	Doc.& El. Obs Mgt Office	7,200,000
					Q2-Q3: 7,900,000 eligible voters	Ensure network connectivity at district level for decentralized electoral list	DICT	1,000

Program	Sub- Program	Outputs	Indicators	Baseline	Targets/ Milestone	Activities to Deliver Output	Responsible	Budget allocated (Frw)
					registered on updated decentralized voter list	Train casual workers	DICT	3,200
						Print provisional voter list	DICT	52,751,000
						Update voter list at village level	DICT DDES	47,228
						Conduct data entry at District level	DICT DDES	8,640
						Print final voter list for local elections	DICT	1,000
					Q3: Election operations for 371,801 Local Government Leaders elected in Local and Special Councils from Village to National Level	Train 72,386 electoral volunteers on election management at all levels	DDES	164,957,186
						Receive candidates files	DDES	1,500,000
						Monitor local leaders election campaign at all levels	DDES	16,757,787
						Prepare 16,331 polling stations and 2,354 polling centers	DDES	5,000
						Print ballot papers	DDES	1,000
						Conduct general local leaders elections' operations and provide allowances to volunteers	DDES	779,164,751
						Conduct local Election of people with disability	DDES	12,000
						Conduct local Election of women representatives	DDES	12,000
						Conduct local Election of Youth representatives	DDES	9,000
						Facilitate Security organs	DDES	200,000,000
					Q3- Q4: Post-election activities conducted	Prepare and conduct election evaluation at District Level	DDES	31,816
						Prepare and print election report	DDES	6,804,400

Program	Sub- Program	Outputs	Indicators	Baseline	Targets/ Milestone	Activities to Deliver Output	Responsible	Budget allocated (Frw)
						Prepare elected Local Leaders database	DDES	9,000,000
Sub-Total Local Elections								1,589,300,008
		2020 "Abunzi" committees elections prepared and conducted	Election operations of members of Abunzi committees from Village to Sector level prepared, conducted and reported	17,948 members of Abunzi Committees and 17,948 reserves elected in July 2015 for a 5-year mandate	Q1: *15,036 members of Abunzi committees and 15,036 reserves elected at cell level *2,912 members and 2,912 reserves elected at sector level	Hold meetings on Abunzi elections with election stakeholders at Provincial level	DDES	5,522,960
						Sensitize, advertise and announce Abunzi Committees elections	PRCO	15,050,000
						Train 17,817 election volunteers from Village to Sector level	DDES	3,567,500
						Prepare 14,837 Polling Stations at Villages, 2,148 at Cells and 416 at Sectors levels	DDES	160,000
						Conduct election operations at all levels	DDES	54,083,006
						Prepare and provide volunteers allowances	DDES	108,145,000
						Prepare and print election report	DDES	5,854,400
						Constitute elected Abunzi committees database	DDES	4,500,000
Sub-Total Abunzi Elections								196,882,866
		2020-2021 By-Elections prepared and conducted	All vacant posts in elected organs submitted to NEC by competent Institutions were filled	7.1% and 1.9% of Local Leaders replaced in Decentralized Administrative Entities and Special Councils	Q1-Q4: 100% of vacant posts in elected organs submitted to NEC quarterly filled	Sensitize, advertise and announce by-elections	PRCO	900,000
						Print voters lists	DICT	110,000
						Receive candidatures files	DDES	100,000
						Monitor by- elections campaigns	DDES	13,281

Program	Sub- Program	Outputs	Indicators	Baseline	Targets/ Milestone	Activities to Deliver Output	Responsible	Budget allocated (Frw)	
				respectively in 2019-2020		Train by-elections volunteers	DDES	10,260	
						Print by-elections ballot papers	DDES	3,000	
						Conduct By- elections operations	DDES	8,960	
						Prepare and provide election volunteers allowances	DDES	50,000	
						Prepare and Print by- elections reports	DDES	1,000	
			Sub-Total By-Elections						1,196,501
	CIVIC EDUCATION ON ELECTIONS	<i>Annual electoral civic education program prepared and evaluated</i>	2019-2020 program evaluated, 2020- 2021 training manuals printed and 2021-2022 manuals updated	*2017-2022 NEC Strategic Plan *Survey report on civic and voter education *Existing 2019-2020 Civic education program	Q1-Q2: 2019-2020 Civic education program evaluated and 2020-2021 training manuals printed	Prepare and conduct 2019- 2020 election civic education program evaluation	DDES	2,380,000	
Prepare 2020-2021 election civic education program						DDES	1,161,524		
Print electoral civic education training program and training manuals						DDES	33,000,000		
Sub-Total Annual electoral civic education program prepared and evaluated								36,541,524	
		<i>Modern information, communication and documentation center operationalized and strengthened</i>	The general public sensitized through audio- visual approaches and techniques	*Existing NEC communication strategy *Rwanda audience survey (Media performance ranking) *Existing database of NEC documentation center	Q1: *20 days spot on 4 radios on electoral process; *Press conference; *90 banners; *Adverts in 2 Newspapers; *Live shows "Kubaza bitera kumenya" on	Sensitize the general public on NEC activities, democracy and elections	PRCO	71,490,000	

Program	Sub- Program	Outputs	Indicators	Baseline	Targets/ Milestone	Activities to Deliver Output	Responsible	Budget allocated (Frw)
					Radio & TV Q1-Q2: 1 web banners for 6 months Q3: Radio, TV and newspapers messages on Local Elections Q2-Q4: The population informed on election management and electoral process through public works and meetings	Produce "Inzira ya demokarasi" radio program	PRCO	32,041,980
						Manage NEC documentation center and archives	Doc.& El. Obs Mgt Office	2,020,000
					<i>Sub-Total Modern information, communication and documentation center operationalized and strengthened</i>			<i>105,551,980</i>
		<i>Electoral Civic Education delivered to the population through training activities</i>	All categories of the population trained on electoral process	*Existing National Civic Education Policy *Survey report on the impact of civic and voter education on voter's participation in electoral process in Rwanda *2020-2021 annual civic education program	Q1-Q2: 22,648 election stakeholders trained on electoral process Q2-Q3: 2,796 election partners trained on electoral process	Train 82 trainers at national level Train 22,566 members of Electoral civic education Coordination Committees Train 416 Women representatives from Sectors Train 416 Youth representatives from Sectors Train 416 People with Disabilities representatives from Sectors	DDES DDES DDES DDES DDES	3,649,000 108,569,070 9,356,982 9,356,982 10,116,390

Program	Sub- Program	Outputs	Indicators	Baseline	Targets/ Milestone	Activities to Deliver Output	Responsible	Budget allocated (Frw)		
					Q1-Q4: Annual civic education program coordination, monitoring and reporting mechanisms implemented	Support electoral civic education coordination committees to train the population	DDES	29,460,000		
						Coordinate, monitor and evaluate Civic Education Coordination Committees activities	DDES	28,851,460		
						Monitor and supervise electoral civic education activities	DDES	24,951,068		
Sub- Total Electoral Civic Education delivered to the population through training activities								224,310,952		
Outcome 2: NEC institutional and staff capacity development strengthened								1,360,103,960		
ADMINISTRATION AND SUPPORT SERVICES	ADMINISTRATION AND SUPPORT SERVICES	Modern ICT equipment acquired and maintained	NEC ICT capacity and skills improved	ICT equipment inventory report	Q1- Q2: ICT equipment and software acquired	Acquire modernized ICT equipment and software	DICT	23,400,000		
						Accomplish annual inventory of IT equipment	DICT	2,993,184		
					Q1-Q4: Maintenance of ICT Equipment and skills ensured and reinforced	Maintain and repair ICT equipment	DICT	55,000,000		
						Ensure performance of network connectivity	DICT	45,696,000		
						Organize ICT benchmarking and in-house training	DICT	1,364,000		
		Sub-Total ICT								128,453,184
				Required goods and services are purchased and managed	NEC required services, movable and immovable assets are acquired, managed and maintained	*Existing NEC Assets Register and inventory reports *Existing procurement plan and previous	Q1-Q4: 2020-2021 procurement plan fully implemented	Manage tender process	Proc. Office	934,000
								Ensure acquisition of goods and different services	DAF	212,377,800
								Maintain and repair NEC immovable assets and office equipment	DAF	51,000,000
							Q2-Q3: Public procurement skills improved	Update NEC Staff on public procurement laws and regulations	Procurement Office	9,457,300

Program	Sub- Program	Outputs	Indicators	Baseline	Targets/ Milestone	Activities to Deliver Output	Responsible	Budget allocated (Frw)				
		<i>Sub-Total Acquisition of goods and services</i>							273,769,100			
		Planning, Administration and Finance activities improved	*NEC Action Plans prepared, monitored and evaluated *NEC activities and finance implementation reported *NEC systems audited	*Existing 2017-2022 NEC Strategic Plan *Existing 2020-2021 approved NEC Action Plan *Existing SMARTIFMIS *MINECOFIN PBCC *Existing NEC Assets Register	Q1-Q3: *2020-2021 NEC approved Action Plan printed and submitted to competent organs *2021-2022 NEC Action Plan and Budget and 2021-2024 MTEF prepared and captured in Smartifmis	Finalize and print 2020- 2021 NEC Action Plan	PM&E Office	6,229,040				
									Prepare 2021-2022 NEC Action Plan& Budget and 2021-2024 MTEF	DAF PM&E Office	7,698,900	
									*2020-2021 Budget revised and revised and cash flow plan prepared *Mid-term Evaluation of 2020-2021 NEC action Plan conducted	Prepare annual cash plan, Revise and reconcile NEC 2020-2021 approved Budget and Action Plan	DAF	6,840,760
										Monitor and evaluate NEC Activity and Operational Plans	PM&E Office	5,037,600
										Hold NEC annual working retreat	PM&E Office	8,026,400
									Q1-Q4: *NEC activity, financial and audit reports prepared, printed and timely submitted to competent organs	Prepare and print NEC activity reports	PM&E Office	1,200,000
										Prepare audits and report NEC management systems	Internal Auditor	3,411,468
										Manage NEC logistics, administration and finance	DAF	14,807,800

Program	Sub- Program	Outputs	Indicators	Baseline	Targets/ Milestone	Activities to Deliver Output	Responsible	Budget allocated (Frw)		
					*Administration and finance activities permanently managed					
Sub-Total Planning, Administration and Finance								53,251,968		
		<i>Employees remunerated, motivated and Human Resources' skills, knowledge and management improved</i>	*Employees and Commissioners salaries and bonuses paid *NEC staff performance contracts prepared and evaluated *NEC staff and Commissioners' capacities in election preparation and management improved *NEC social staff welfare improved	*Existing NEC Internal Regulations *2019-2020 and 2020-2021 Staff performance contracts	Q1: 2019-2020 staff performance contracts evaluated and 2020-2021 performance contracts prepared	Prepare and evaluate NEC staff performance contracts	HRMS	2,766,700		
						Q1-Q4: Periodic administrative meetings were organized	Coordinate administrative and statutory meetings	DAF HRMS	4,035,200	
						NEC organizational structure with 7 Commissioners and 51 Employees	Q1-Q4: Salaries& other legal benefits paid and administrative &social activities coordinated and supported	Manage salaries, allowances and bonuses for Commissioners and staff	DAF	820,590,716
								Prepare, support and participate in social events and public official ceremonies	DAF	10,695,000
								Prepare and conduct recruitment of NEC permanent staff and casual workers	HRMS	8,115,232
Sub-Total HR Management								846,202,848		
		<i>Partnership with national and</i>	NEC customer care and communication	*Existing NEC customer care and	Q1-Q4: *NEC internal and external	Manage internal and external official correspondences	DAF	7,500,000		

Program	Sub- Program	Outputs	Indicators	Baseline	Targets/ Milestone	Activities to Deliver Output	Responsible	Budget allocated (Frw)
		<i>international stakeholders strengthened</i>	strategies implemented	communication strategies *Existing NEC Service Charter	correspondences managed *NEC field offices visited and customer care materials purchased	Implement NEC customer care strategy	Customer care Office	2,944,160
					Q1: 20th NEC anniversary organized and celebrated	Organize and celebrate NEC 20th anniversary	PRCO	47,982,700
<i>Sub-Total Partnership with national and international stakeholders</i>								58,426,860

CONCLUSION

The National Electoral Commission (NEC) Annual Action Plan is mainly focuses on the preparation and conduct of “Abunzi” Committees’ elections in Quarter one and Local and Special Councils’ general elections in Quarter 3 of 2020-2021 Financial Year.

For effective implementation of this Action Plan, the National Electoral Commission (NEC) requests from Government additional budget and other non-financial support from all election stakeholders, particularly in successful conduct of planned elections.

The National Electoral Commission (NEC) takes this opportunity to invite all Rwandans, especially eligible Voters and prospective Candidates to massively participate freely and fairly in 2020-2021 general elections.

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