



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



**2021-2022 NATIONAL ELECTORAL  
COMMISSION (NEC)  
ACTION PLAN**

*July 2021*

## **FOREWORD**

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.

It is in this context and in line with implementing its 2017-2022 Strategic Plan that the 2020-2021 NEC Action Plan was prepared. This action plan mainly focuses on the preparation and conduct of “ABUNZI” Committees elections and Local elections previously scheduled in July-August 2020 and February- March 2021 respectively both suspended to prevent spread of Covid-19 pandemic.

The implementation of this annual plan of actions requires sufficient budget to conduct appropriately the abovementioned elections. The budget allocated to the National Electoral Commission amounts to **Frw 2,682,649,098** with a deficit estimated at **Frw 200,000,000** for “Abunzi” Committees elections and **Frw 2,333,246,976** for Local Elections compared to the needed budget for priority activities.

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 other election stakeholders to actively participate in elections planned in 2021-2022 Financial Year.

Done at Kigali, on 08/07/2021.

**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
MINECOFIN:	Ministry of Finance and Economic Planning
MTEF:	Medium Term Expenditure Framework
NEC:	National Electoral Commission
PBCC:	Planning and Budgeting Call Circular
PM&E:	Planning, Monitoring and Evaluation
PRCO:	Public Relations and Communication Office

## INTRODUCTION

In the framework of the implementation of 2017-2022 NEC Strategic Plan, the 2021-2022 National Electoral Commission (NEC) Action Plan was prepared. This Action Plan contains 2 **outcomes**, 2 Programs, 3 sub-programs, 13 **Outputs** and 63 **Activities** with approved budget allocated to 4 NEC Administrative Units as summarized in the table below:

OUTCOMES	PROGRAM	SUB-PROGRAM	OUTPUT	BUDGET ALLOCATED	%
<b>OVERALL BUDGET ALLOCATED</b>				<b>2,682,649,098</b>	<b>100</b>
<b><i>ELECTORAL SYSTEM ENHANCED AND PUBLIC OUTREACH PROGRAMS CARRIED OUT TO ENABLE PREPARATION AND CONDUCT OF FREE, FAIR AND TRANSPARENT ELECTIONS</i></b>					
<b>ELECTION PREPARATION AND MANAGEMENT</b>				<b>1,528,139,166</b>	<b>57</b>
<b>ELECTION MANAGEMENT</b>				<b>1,062,988,028</b>	
"Abunzi" committees elections prepared and conducted				13,898,294	
EALA (East African Legislative Assembly) candidates elections prepared and conducted				34,101,810	
2021-2022 By-Elections prepared and conducted				105,307,924	
Decentralized Voters' Register updated and managed through digital system				209,680,000	
2021 Local Elections prepared and conducted				700,000,000	
<b>CIVIC EDUCATION ON ELECTIONS</b>				<b>465,151,138</b>	
Annual electoral civic education program prepared and evaluated				117,286,200	
Modern information, communication and documentation center operationalized and strengthened				81,429,500	
Electoral Civic Education delivered to the population through training activities				266,435,438	
<b><i>NEC INSTITUTIONAL AND STAFF CAPACITY DEVELOPMENT STRENGTHENED</i></b>					
<b>ADMINISTRATIVE AND SUPPORT SERVICES</b>				<b>1,154,509,932</b>	<b>43</b>
<b>ADMINISTRATION AND SUPPORT SERVICES</b>				<b>1,154,509,932</b>	
Modern ICT equipment acquired and maintained				246,740,000	
Required goods and services are purchased and managed				271,156,000	
Planning, Administration and Finance activities improved				64,387,168	
Employees remunerated, motivated and Human Resources' skills, knowledge and management improved				560,244,864	
Partnership with national and international stakeholders strengthened				11,981,900	

## 2021-2022 NEC ACTION PLAN

Program	Sub- Program	Outputs	Indicators	Baseline	Targets/ Milestone	Activities to Deliver Output	Responsible	Planned Budget (Frw)
<b>TOTAL BUDGET</b>								<b>2,682,649,098</b>
<b>Outcome 1: Electoral system enhanced and public outreach programs carried out to enable preparation and conduct of free, fair and transparent elections</b>								<b>1,528,139,166</b>
<b>ELECTION PREPARATION AND MANAGEMENT</b>	<b>ELECTION PREPARATION AND MANAGEMENT</b>	<b>"Abunzi" committees elections prepared and conducted</b>	Election operations of members of Abunzi committees from Village to Sector level prepared, conducted and reported	*17,948 members of Abunzi Committees elected in July 2015 for a 5-year mandate *Existing amendment of the Law No 37/2016 of 08/09/2016 determining organization, jurisdiction, competence and functioning of an Abunzi Committees	<b>Q3:</b> 15,036 members of Abunzi committees elected at cell level and 2,912 members elected at sector level	Print and distribute regulations governing Abunzi Committees elections	Legal Advisor	5,000
						Hold meetings with stakeholders at Province and City of Kigali levels	DDES	12,000
						Sensitize, advertize and announce Abunzi Committees elections	PRCO	12,000
						Train 34,684 election volunteers from Village to Sector level	DDES	9,000
						Prepare 14,779 Polling Stations at Villages, 2,147 at Cells and 416 at Sectors levels	DDES	2,000
						Conduct "Abunzi" Committees elections operations	DDES	10,000
						Prepare and provide volunteers allowances	DDES	13,846,294
						Prepare and print Abunzi election report	DDES	1,000
						Constitute elected Abunzi committees database	DDES	1,000
						<b>Sub-Total Abunzi Elections</b>		

Program	Sub- Program	Outputs	Indicators	Baseline	Targets/ Milestone	Activities to Deliver Output	Responsible	Planned Budget (Frw)		
ELECTION PREPARATION AND MANAGEMENT	ELECTION PREPARATION AND MANAGEMENT	<i>EALA (East African Legislative Assembly) candidates elections prepared and conducted</i>	Election of candidates representing Special Councils in EALA were conducted	3 representatives of NWC, NYC and NCPD in EALA elected in 2017 for a term of 5 years	<b>Q4:</b> 6 candidates from NWC, NYC and NCPD elected	Monitor EALA candidates elections campaigns	DDES	16,763,280		
						Conduct EALA Candidates elections operations	DDES	17,338,530		
		<b>Sub-Total EALA Candidates Elections</b>								<b>34,101,810</b>
		<b>2021-2022 By-Elections prepared and conducted</b>	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 respectively in 2018-2019 *4.1% and 21% Local Leaders replaced in District Committees and District Councils respectively in 2019-2020	<b>Q2-Q4:</b> 2.5% of vacant posts in Decentralized Administrative Entities, Special Councils and Parliament filled <b>Q2-Q4:</b> 100% of vacant posts in other elected organs submitted to NEC filled	Sensitize, advertise and announce By-Elections	PRCO	6,360,000		
						Receive candidatures files	DDES	25,170,060		
						Monitor by-elections campaigns	DDES	8,347,975		
						Prepare Polling Centers	DDES	20,716,297		
						Print by- election ballot papers	DDES	19,000,000		
						Conduct by- elections operations	DDES	21,682,615		
						Prepare and provide election volunteers allowances	DDES	2,697,644		
Prepare, Print by-elections reports and conduct data entry of elected local leaders	DDES					1,333,333				
<b>Sub-Total By-Elections</b>								<b>105,307,924</b>		

Program	Sub- Program	Outputs	Indicators	Baseline	Targets/ Milestone	Activities to Deliver Output	Responsible	Planned Budget (Frw)
ELECTION PREPARATION AND MANAGEMENT	ELECTION PREPARATION AND MANAGEMENT	<i>Decentralized Voters' Register updated and managed through digital system</i>	Voters' register updated at Cell level using a new digital system	7,700,000 eligible voters registered in 2020 on the voter list	<b>Q1-Q2:</b> *Acquisition of a modernized software for management of voter list *Software testing *8,000,000 eligible voters registered on the new updated and digitalized voter list	Acquire a new software for election management (voter list, local leaders, Volunteers, election results, election observers and candidates)	DICT	200,000,000
						Conduct public awareness campaign on update of voter list	PRCO	9,680,000
						<b>Sub-Total Update of Voters' Register</b>		
	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	<b>Q2-Q3:</b> Election operations for all Local Government Leaders elected in Local and Special Councils from Village to National Level	Print ballot papers	DDES	350,000,000
						Conduct election operations on polling days	DDES	350,000,000
						<b>Sub-Total Local Elections</b>		
	CIVIC EDUCATION ON ELECTIONS	<i>Annual electoral civic education program prepared and evaluated</i>	2020-2021 program evaluated and 2021-2022 training manuals printed and 2021-2022 manuals updated	*2017-2022 NEC Strategic Plan *Survey report on civic and voter education *Existing 2020- 2021 Civic education program	<b>Q1-Q2:</b> 2020-2021 Civic education program evaluated and 2021-2022 training manuals printed	Conduct 2020-2021 election civic education program evaluation and prepare 2021-2022 election civic education program	DDES	2,408,600
						Prepare, multiply and distribute the civic education training manuals	DDES	114,877,600

Program	Sub- Program	Outputs	Indicators	Baseline	Targets/ Milestone	Activities to Deliver Output	Responsible	Planned Budget (Frw)
		<b><i>Sub-Total Annual electoral civic education program prepared and evaluated</i></b>						<b>117,286,200</b>
		<b><i>Modern information, communication and documentation center operationalized and strengthened</i></b>	The general public sensitized through media and 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>Q2-Q4:</b> printing and distribution of 832 banners with general civic education message in 416 Sectors <b>Q2-Q3:</b> 2 Web-banners <b>Q1-Q4:</b> Weekly production of "Inzira ya demokarasi" radio program <b>Q2-Q4:</b> *1 radio spot/Quarter *1 Advert/Quarter in 2 print media	Conduct electoral civic education public awareness through different communication channels	PRCO	40,847,000
	Produce "Inzira ya demokarasi" radio program					PRCO	27,720,000	
	Acquire new books					Doc. & El. Obs Mgt Office	7,500,000	
	Manage NEC documentation center and archives					Doc. & El. Obs Mgt Office	5,362,500	
		<b><i>Sub-Total Information &amp; Communication</i></b>						<b>81,429,500</b>
		<b><i>Electoral Civic Education delivered to the population through training activities</i></b>	Election Stakeholders including Women, Youth and People with disabilities 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 *2021-2022 annual civic	<b>Q1:</b> 82 Trainers trained on electoral process	Train 82 trainers at national level	DDES	1,414,600
					<b>Q2-Q3:</b> 6,939 election partners trained on electoral process	Train 5,382 members of Electoral civic education Coordination Committees from District to Sectors level	DDES	67,832,940



Program	Sub- Program	Outputs	Indicators	Baseline	Targets/ Milestone	Activities to Deliver Output	Responsible	Planned Budget (Frw)					
ELECTION PREPARATION AND MANAGEMENT	CIVIC EDUCATION ON ELECTIONS			education program		Train 524 Women representatives from Sectors to National level	DDES	24,056,400					
						Train 509 Youth representatives from Sectors to National level	DDES	24,044,400					
						Train 524 People with Disabilities representatives from Sectors to National level	DDES	24,056,400					
										<b>Q1-Q4:</b> Annual civic education program coordination, monitoring and reporting mechanisms implemented	Support electoral civic education coordination committees to train the population	DDES	62,440,000
										Coordinate, monitor and evaluate Civic Education Coordination Committees activities	DDES	48,728,088	
										Monitor and supervise the implementation of 2021-2022 electoral civic education program	DDES	13,862,610	
					<b>Sub- Total Electoral Civic Education delivered to the population through training activities</b>								<b>266,435,438</b>
<b>Outcome 2: NEC institutional and staff capacity development strengthened</b>								<b>1,154,509,932</b>					
ADMINISTRATIVE AND SUPPORT SERVICES	ADMINISTRATIVE AND SUPPORT SERVICES	<i>Modern ICT equipment acquired and maintained</i>	NEC ICT capacity and skills improved	ICT equipment inventory report	<b>Q1-Q4:</b> *Acquisition and maintenance of modern ICT Equipment and	Acquire modernized ICT Equipment and software	DICT	137,400,000					
						Maintain ICT Equipment	DICT	30,000,000					

Program	Sub- Program	Outputs	Indicators	Baseline	Targets/ Milestone	Activities to Deliver Output	Responsible	Planned Budget (Frw)	
ADMINISTRATIVE AND SUPPORT SERVICES	ADMINISTRATIVE AND SUPPORT SERVICES				software *Monthly communication and internet subscription	Ensure performance of network connectivity	DICT	79,340,000	
		<b>Sub-Total ICT</b>							<b>246,740,000</b>
		<b>Required goods and services are purchased and managed</b>	NEC required services, movable and immovable assets are acquired, managed and maintained	*Existing NEC Assets Register and inventory reports *Existing procurement plan and previous implementation of procurement plan	<b>Q1-Q4:</b> *2020-2021 procurement plan fully implemented *NEC assets and equipments maintained and repaired	Manage tender process	Proc. Office	1,199,000	
						Update NEC Staff on Public Procurement Laws and Regulations	Proc. Office	7,285,760	
						Ensure acquisition of goods and services	DAF	239,671,240	
						Maintain and repair NEC immovable assets and movable assets	DAF	23,000,000	
		<b>Sub-Total Acquisition of goods and services</b>							<b>271,156,000</b>
		<b>Planning, Administration and Finance activities improved</b>	*2021-2022 NEC Action Plan prepared, monitored and evaluated *2022-2027 NEC Strategic Plan prepared *2021-2022 NEC activity implementation reported	*Existing 2017- 2022 NEC Strategic Plan *MINECOFIN PBCC	<b>Q1-Q2:</b> 2021-2022 NEC Action and Plan prepared, approved, printed and submitted to competent organs  <b>Q2- Q3:</b> 2022-2023 NEC draft Action Plan prepared and 2021-2022 NEC Budget revised	Finalize and print 2021-2022 NEC Action Plan	PM&E Office	2,711,360	
						Prepare NEC annual Cash plan and reconcile 2020-2021 approved Budget with final Action Plan	DAF	945,000	
						Prepare 2022-2023 NEC Action Plan and Budget	DAF PM&E Office	7,319,620	
						Revise 2021-2022 NEC Action plan and Budget	DAF	850,000	

Program	Sub- Program	Outputs	Indicators	Baseline	Targets/ Milestone	Activities to Deliver Output	Responsible	Planned Budget (Frw)
ADMINISTRATIVE AND SUPPORT SERVICES	ADMINISTRATIVE AND SUPPORT SERVICES				<b>Q3-Q4:</b> 2022-2027 Strategic Plan prepared, approved and printed	Prepare and print 2022-2027 NEC Strategic Plan	PM&E Office	9,100,000
					<b>Q1- Q3:</b> *Mid-term Evaluation of 2021-2022 NEC action Plan conducted *Implementation of 2021-2022 operational plans monitored	Monitor and evaluate NEC Activity and Operational Plans	PM&E Office	5,498,160
						Hold NEC Annual working retreat	PM&E Office	11,457,520
					<b>Q1-Q4:</b> *Reports prepared, printed and submitted to competent organs *NEC management systems audited and reported *NEC Field Offices audited	Prepare and print NEC activity reports	PM&E Office	6,921,600
						Audit NEC management systems	Internal Auditor	3,832,068
						Prepare NEC contracts and provide legal opinions	Legal Advisor	520,000

Program	Sub- Program	Outputs	Indicators	Baseline	Targets/ Milestone	Activities to Deliver Output	Responsible	Planned Budget (Frw)	
ADMINISTRATIVE AND SUPPORT SERVICES	ADMINISTRATIVE AND SUPPORT SERVICES				*contracts prepared and Legal opinions provided *2021-2022 Inventory accomplished and NEC asset register updated	Manage NEC logistics, administration and finance activities	DAF	15,231,840	
		<b>Sub-Total Planning, Administration and Finance</b>							<b>64,387,168</b>
		<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 staff social welfare improved	*Existing NEC Internal Regulations *2020-2021 and 2021-2022 Staff performance contracts	*Q1: 2020-2021 staff performance contracts evaluated and 2021-2022 contracts prepared	Prepare, monitor and evaluate staff performance contracts	HRMS	2,469,200	
						*Q1-Q4: Periodic administrative meetings were organized	Coordinate administrative and statutory meetings	DAF	4,775,200
					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	526,123,232
				Prepare, support and participate in social events and public official ceremonies	DAF	11,695,000			

Program	Sub- Program	Outputs	Indicators	Baseline	Targets/ Milestone	Activities to Deliver Output	Responsible	Planned Budget (Frw)	
ADMINISTRATIVE AND SUPPORT SERVICES	ADMINISTRATIVE AND SUPPORT SERVICES				<b>Q1- Q4:</b> Recruitment of 2 staff	Prepare and conduct recruitment of NEC permanent staff	HRMS	3,632,232	
				*World Election calendar *Ranking of democratic countries in Africa	<b>Q1 -Q4:</b> Benchmarking for 3 Commissioners and 4staff	Participate in election observation and Benchmarking missions for NEC Commissioners and staff	PRCO	11,550,000	
		<b>Sub-Total HR Management</b>							<b>560,244,864</b>
		<b>Partnership with national and international stakeholders strengthened</b>	NEC customer care and communication strategies implemented	*Existing NEC customer care and communication strategies *Existing NEC Service Charter	<b>Q1-Q4:</b> *NEC correspondences managed *Field offices visited and customer care materials purchased	Manage internal and external official correspondences	DAF	8,781,900	
						Implement NEC customer care strategy	Customer Care Office	3,200,000	
		<b>Sub-Total Partnership</b>							<b>11,981,900</b>

**CONCLUSION**

The 2021-2022 National Electoral Commission (NEC) Annual Action Plan mainly focuses on the preparation and conduct of “Abunzi” Committees’ elections and Local general elections suspended for Covid-19 pandemic prevention.

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 for successful conduct of planned elections.

The National Electoral Commission (NEC) takes this opportunity to invite all Rwandans, especially eligible Voters and other election stakeholders to massively participate freely and fairly in 2021-2022 general elections.

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