



REPUBLIC OF RWANDA
NATIONAL ELECTORAL COMMISSION



**2025-2026 NATIONAL ELECTORAL
COMMISSION (NEC) ACTION
PLAN**

Juillet 2025

FOREWORD

The 2025–2026 Action Plan of the National Electoral Commission (NEC) reflects a solid commitment to transparent, inclusive, and efficient electoral processes in line with three strategic pillars of the 2022–2027 Strategic Plan:

1. **Improving the quality and efficiency of electoral processes,**
2. **Enhancing electoral civic education to promote democratic values, and**
3. **Strengthening the institutional capacity of the NEC and its staff.**

Guided by principles of good governance, democratic participation, and citizen engagement, this action plan consolidates the NEC efforts to prepare and conduct free, fair and credible elections while reinforcing institutional capacity.

It outlines specific activities, outputs, and indicators aimed at preparing for upcoming elections particularly the 2026 Local Leaders elections, updating the voters' register using a new software (REIMS), and enhancing electoral civic education and public awareness to increase participation in the electoral process. The NEC also places strong emphasis on stakeholder collaboration, research and the empowerment of staff members, Commissioners and volunteers.

The budget allocated to the National Electoral Commission amounts to **Frw 5,359,448,925** fully funded by the Government of Rwanda.

As we move forward, we acknowledge the sincere appreciation of NEC staff and Commissioners, the trust of Rwandan citizens, and the collaboration of the Government of Rwanda and other election stakeholders. With their support, NEC remains committed to preserving the democratic values that sustain our nation's progress.

Done at Kigali, on 15th July 2025.


GASINZIGWA Oda
Chairperson, National Electoral Commission

ACRONYMS

DAF:	Directorate of Administration and Finance
DICT:	Directorate of Information and Communication Technologies
FY:	Financial Year
GMO:	Gender Monitoring Office
HRMS:	Human Resources Management Specialist
MKU:	Mount Kenya University
MoU:	Memorandum of Understanding
NCPD:	National Council for People with Disabilities
NEC:	National Electoral Commission
NWC:	National Women Council
NYC:	National Youth Council
ODES:	Office of the Deputy Executive Secretary
OES:	Office of the Executive Secretary
PM&E:	Planning, Monitoring and Evaluation
PAM:	Pan-African Movement
PRCO:	Public Relations and Communication Office
REIMS:	Rwanda Election Information and Management System
RWF:	Rwanda Writers' Federation
ToRs:	Terms of Reference
ULK:	Université Libre de Kigali (Kigali Independent University)
UNILAK:	Université Laïque Adventiste de Kigali
UoK:	University of Kigali
UR:	University of Rwanda

1. INTRODUCTION

The 2025–2026 Action Plan of the National Electoral Commission (NEC) outlines programs, sub-programs and key activities aimed at strengthening Rwanda’s electoral system and democratic processes. Anchored on NEC’s mission to conduct free, fair, and transparent elections, the plan focuses on preparing for the 2026 Local Leaders Elections, enhancing voter registration through digital systems, increasing electoral civic education, and collaboration with key election stakeholders.

It also addresses institutional development, ICT modernization, and the electoral public awareness and research.

This Action Plan is structured across two main programs: *Election Preparation and Management* and *Administrative and Support Services*, with clearly defined outputs, indicators, quarterly targets, budget, and responsible units for effective implementation.

2. SUMMARIZED 2025-2026 NEC ACTION PLAN

PROGRAM	SUB-PROGRAM	OUTPUTS	BUDGET	%
NEC			5,359,448,925	100.0
ELECTION PREPARATION AND MANAGEMENT			3,607,075,082	
	ELECTION PREPARATION AND MANAGEMENT		3,136,994,449	58.5
		Local Leaders and national councils elections prepared	511,126,439	
		Voters' register updated through Digital System	2,563,082,015	
		By-Elections prepared and conducted	62,785,995	
	CIVIC EDUCATION ON ELECTIONS		470,080,633	8.8
		Annual electoral civic education program prepared and evaluated	22,799,063	
		Electoral Civic Education delivered to the population through training activities	228,104,790	
		Modern information, communication, electoral research and documentation center operationalized and strengthened	219,176,780	
ADMINISTRATIVE AND SUPPORT SERVICES			1,752,373,843	
	ADMINISTRATIVE AND SUPPORT SERVICES		1,752,373,843	32.7
		Required goods and services purchased and managed	450,471,773	
		All employees remunerated, motivated and Human Resources' skills, knowledge and management improved	1,141,977,922	
		Planning, Administration and Finance activities improved	3,043,400	
		Modern ICT equipment and Software acquired and maintained	156,880,748	

3. 2025-2026 NEC ACTION PLAN

3. 2025-2026 NEC ACTION PLAN											
PROGR	SUB- PROGR AM	OUTPU TS	INDICA- TORS	BASELI NE	QUARTERLY TARGETS				ACTIVITIES	RESPONSI- BLE	PLANNED BUDGET
ELECTION PREPARATION AND MANAGEMENT											
ELECTION PREPARATION AND MANAGEMENT											
C	OUTCOME 1: Election management processes, Electoral Civic and Voter Education as well as election stakeholders' engagement enhanced										
	Local Leaders and national councils elections prepared	2026 Local Elections Electoral Calendar approved no later than March 2026 Key preparatory activities for Local Leaders and National Councils Elections completed by 30 June 2025		Previous legal instruments	Preparation of draft electoral calendar	Finalization and validation of draft calendar	Approval of electoral calendar	Printing and distribution	Prepare and print electoral calendar	ODES	500,000
					Review and update bill of organic law governing elections	*Following up bill of organic law governing elections *Prepared draft of NEC Instructions relating to local leaders' election	*Following up bill of organic law governing elections *Following up NEC Instructions relating to local leaders' election	Disseminate approved Organic Law governing elections and NEC Instructions relating to local leaders' elections	Prepare the Legal instruments relating to Local Elections	Legal Affairs Officer	4,280,620
						Prepare communication plan and key messages	Develop and approve announcement materials	Monitor public awareness	Announce local elections	PRCO	5,791,600
					Identification (specification) and validation of required materials	Procurement process for electoral materials	Procurement process for electoral materials	Reception and payment of electoral materials	Acquire electoral materials	ODES	233,971,166
						Preparation of concept note	Holding of election stakeholders meetings	Organize and conduct consultative meeting on Local Elections	ODES	2,340,000	
				Election Volunteers database		Concept Note with criteria and recruitment plan	Actual evaluation	Evaluation report and finalization of recruitment	Evaluate and recruit election volunteers	ODES	71,325,768
ELECTION PREPARATION AND MANAGEMENT											
											5,359,448,925
											3,607,075,082
											3,136,994,449

PROGR	SUB- PROGR AM	OUTPU TS	INDICA- TORS	BASELI NE	QUARTERLY TARGETS				ACTIVITIES	RESPONSI- BLE	PLANNED BUDGET
					Q1	Q2	Q3	Q4			
					Development of training modules and training schedule	Train trainers (ToT) for volunteer training	Beginning of volunteers training	Completion of volunteers training	Train Election Volunteers	ODES	192,617,285
							Preparation of election Observers' code of conduct	Translation of code of conduct in	Accredit election observers for Local Elections	Doc.&EOM	300,000
					Preparation of SOPs	Preparation of SOPs	Preparation of SOPs	Preparation of SOPs	Prepare SOPs of electoral activities	ODES	-
TOTAL											
		Voters' register updated through Digital System	ICT equipment for update of voters' register acquired		Tender process for acquisition of laptops	Reception of 832 laptops	*Distribution of laptops		Acquire Laptops for update of Voters' Register	DICT	511,126,439
			Election Volunteers trained on the use of election Management system			Preparation of concept note for training of election volunteers	Training of 17,817 election Volunteers	Preparation of training report	Train Election Volunteers on election management system and voter lists update	ODES DICT	849,846,400
			Number of eligible voters registered	Voters' register with 9,071,157 Voters		Preparation of concept note for voter's register update	*Printing of provisional voter lists *Updating of voter lists at Village level	*Updating of voter lists at Village level *Data Entry at Cell level *Publication of Voters' List	Update voter's register at Village level	ODES DICT	1,268,296,175
TOTAL											
		By-Elections prepared and conducted	Vacant posts in elected organs filled after being submitted to NEC by competent institutions		Identification and consolidation of vacant posts to be filled	*Preparation and approval of by-elections' calendar *Public awareness campaign	Conduct the by-elections operations	Preparation and submission of by-elections report	Announce By-elections Train by-elections volunteers Receive candidatures files Monitor by-elections campaigns	PRCO ODES ODES ODES	2,563,082,015 5,880,000 2,126,000 2,993,935 17,368,320

PROGR	SUB- PROGR AM	OUTPU TS	INDICA- TORS	BASELI NE	QUARTERLY TARGETS				ACTIVITIES	RESPONSI- BLE	PLANNED BUDGET
					Q1	Q2	Q3	Q4			
									Conduct By- elections operations Prepare and provide election volunteers allowances	ODES	14,417,740
									Prepare and provide election volunteers allowances	ODES DAF	20,000,000
TOTAL											62,785,995
CIVIC EDUCATION ON ELECTIONS											
		Annual electoral civic education program prepared and evaluated	Electoral civic education program and training manuals topics developed		*Preparation of concept note *Development of 6 topics on election processes	Approval of training manuals by Commissioners			Prepare and evaluate electoral civic education program and training manuals	ODES	12,799,063
			MoUs on electoral civic education with election stakeholders signed		Preparation of 10 draft MoUs	Approval and signature of 10 MoUs (UR, UIK, UoK, MKU, NWC, NYC, GMO, NCPD, PAM, RWF)	Follow up implementation of MoUs	Follow up implementatio n of MoUs	Prepare and follow-up MoUs with election stakeholders	ODES	2,000,000
			Regular collaborative meetings with key election stakeholders prepared		Preparation of annual plan	Meeting election stakeholders	Meeting election stakeholders	Meeting election stakeholders	Hold collaborative meetings with NEC stakeholders	ODES	2,000,000
TOTAL											16,799,063
		Electoral Civic Education delivered to the population through training activities	Election stakeholders trained on electoral process		*Invitation of trainees *Preparation of concept note	*Training of 60 trainers at national level *Preparation of training report			Train the trainers (ToTs) at national level	ODES	10,000
						Preparation of election training manual for Media	*Invitation of trainees *Preparation of concept note	*Training of 30 media practitioners at national level	Train Media Professionals and Practitioners on	ODES	10,000,000

PROGR	SUB- PROGR AM	OUTPUTS	INDICA- TORS	BASELI NE	QUARTERLY TARGETS				ACTIVITIES	RESPONSI- BLE	PLANNED BUDGET
					Q1	Q2	Q3	Q4			
						Professionals and Practitioners *Invitation of trainees *Preparation of concept note	Training of 11,474 members of electoral civic education committees	*Preparation of training report Preparation of training report	election coverage and reporting		
							*Invitation of trainees *Preparation of concept note	*Training of 1,306 persons from Women, Youth and People with disabilities	Train members of civic education coordination committees from District to Cell level	ODES	156,164,674
									Train other targeted groups	ODES	41,497,876
			Electoral civic education program monitored and evaluated				M&E of training activities through field visit	M&E of training activities through field visit	Monitor and Evaluate implementation of electoral civic education program at field level	ODES	20,432,240
TOTAL											228,104,790

PROGR	SUB- PROGR AM	OUTPUTS	INDICATORS	BASELINE	QUARTERLY TARGETS				ACTIVITIES	RESPONSIBLE	PLANNED BUDGET
					Q1	Q2	Q3	Q4			
		Modern information, communication, research and documentation center operationalized and strengthened	NEC capacities in electoral information and research improved		*Development of communication and electoral civic education plan including media partners *Design key messages and communication materials (posters, audio-visuals, social media content) *Tender process of NEC Logo	*Mass sensitization campaign through radio and social media *Production documentary film on the origin of NEC and its key activities *Acquisition of NEC Logo	*Announcements on electoral civic education and voter information *Use of ICT and NEC website	*2026 Local Elections public awareness through announcements and spots on radios and TVs	Sensitize the population on elections through different communication channels	PRCO	84,264,800
					Production and broadcast of 14 radio programs	Production and broadcast of 13 radio programs	Production and broadcast of 13 radio programs	Production and broadcast of 13 radio programs	Produce "Inzira ya demokarasi" radio program	PRCO	26,161,980
					Preparation of concept note and other requirements	Celebration of 25 th Anniversary of NEC			Celebrate 25 th Anniversary of NEC	PRCO	99,500,000
						Preparation of concept note	Identification of invitees and panelists	Mobilization of funds and stakeholders and invitation issuance	Organize International Conference on Gender and Elections	ODES	-
					Preparation of concept Note	Researchers Identification	Researchers Identification		Constitute a Database of Researchers and Writers	ODES	5,000,000

PROGR	SUB- PROGR AM	OUTPU TS	INDICA- TORS	BASELI NE	QUARTERLY TARGETS				ACTIVITIES	RESPONSI- BLE	PLANNED BUDGET
					Q1	Q2	Q3	Q4			
				Existing Communication strategy	*Internal assessment of existing Communication strategy *Preparation of ToRs for hiring a consultant to revise NEC communication strategy	*Conduct tender process	*Hiring a consultant *Review NEC communication strategy		Revise and update NEC Communication Strategy	PRCO	10,000,000
			Documentation center and archives daily managed and users (lenders, borrowers, researchers) properly served	Documentat ion database	-Inventory of all physical and digital documents -Record and serve visitors (borrowers, lenders, researchers)	-Record and service to visitors	-Record and service to visitors books	-Update of catalog -Record and service to visitors	Manage documentation center and archives	Doc.&EOM	250,000
TOTAL											225,176,780
ADMINISTRATIVE AND SUPPORT SERVICES											1,752,373,843
ADMINISTRATIVE AND SUPPORT SERVICES											1,752,373,843
OUTCOME 2: NEC institutional, staff and Commissioners capacity development strengthened											
		Required goods and services purchased and managed	Goods and services procured and delivered according to the approved procurement plan by June 2026		Quarterly maintenance and repairs	Quarterly maintenance and repairs	Quarterly maintenance and repairs	Quarterly maintenance and repairs	Maintain and repair NEC immovable assets and office equipment	DAF	73,000,000
			Tenders for acquisition of goods and services awarded		9 tenders awarded	8 tenders awarded	5 tenders awarded	3 tenders awarded	Ensure Smooth Institutional Running	DAF Proc. Office	377,471,773
TOTAL											450,471,773

PROGR	SUB- PROGR AM	OUTPUTS	INDICATORS	BASELINE	QUARTERLY TARGETS				ACTIVITIES	RESPONSIBLE	PLANNED BUDGET
					Q1	Q2	Q3	Q4			
		All employees remunerated, motivated and Human Resources' skills, knowledge and management improved	Commissioners and permanent staff managed, remunerated and motivated		*Processing of salaries, benefits, and statutory deductions for 60 employees *Evaluation of 2024-2025 staff performance contracts *Preparation of 2025-2026 staff performance contracts	*Processing of salaries, benefits, and statutory deductions for 60 employees *Monitoring and Evaluation of Q1/2025-2026 staff performance contracts	*Processing of salaries, benefits, and statutory deductions for 60 employees *Monitoring and Evaluation of Q2/2025-2026 staff performance contracts	*Processing of salaries, benefits, and statutory deductions for 60 employees *Monitoring and Evaluation of Q3/2025-2026 staff performance contracts	Manage salaries, allowances and bonuses for staff and Commissioners Prepare, monitor and evaluate NEC staff performance contracts Prepare and conduct recruitment of NEC Staff	DAF HRMS HRMS	1,059,191,582 3,858,500 2,000
			National and international events commemorated				1 (New Year)	2 (Genocide against the Tutsi and International Labor Day)	Prepare, support and participate in social events and public ceremonies	DAF HRMS	19,742,000
			Administrative and statutory meetings held		10 meetings (Commissioners (3), Management (6) and staff (1))	10 meetings (Commissioners (3), Management (6) and staff (1))	10 meetings (Commissioners (3), Management (6) and staff (1))	10 meetings (Commissioners (3), Management (6) and staff (1))	Coordinate administrative and statutory meetings	OES	37,385,560
			NEC staff members and Commissioners BRIDGE-certified at different level		Preparation of concept Note	Tender process for hiring a consultant	Training of 55 NEC employees		Improve capacities of NEC staff and Commissioners in election management	HRMS	20,000,000
			NEC staff members trained in specific skills			Training of 14 NEC employees in procurement Law	Training of 3 employees in PFM	Training of 3 employees in RBM	Update NEC Internal Committees in specific skills	HRMS	1,798,280
TOTAL											1,141,977,922

PROGR	SUB- PROGR AM	OUTPU TS	INDICA- TORS	BASELI NE	QUARTERLY TARGETS				ACTIVITIES	RESPONSI- BLE	PLANNED BUDGET
					Q1	Q2	Q3	Q4			
		Planning, Administration and Finance activities improved	NEC activity reports and Action Plans prepared and submitted		Preparation of: * 2024-2025 Annual Report * 2025-2026 Annual Action Plan	-Preparation of: * 2026-2027 draft Action Plan & Budget and 2025-2028 MTEF * Q1-Activity Report -2025-2026 Budget Revision	Preparation of Q2-Activity Report	Preparation of Q3-Activity Report	Prepare and Print NEC action plan, Budget and activity reports	DAF PM&E Office	3,043,400
TOTAL											
		Modern ICT equipment and Software acquired and maintained	ICT equipment and software acquired, installed, and maintained in functional condition by June 2026		*List of needed modern ICT and preparation of technical specifications *Acquisition of IT equipment *Quarterly Maintenance	*Quarterly Maintenance of IT Equipment	*Quarterly Maintenance of IT Equipment	*Inventory of IT equipment *Quarterly Maintenance of IT Equipment	Ensure performance of network Acquire and maintain modernized ICT	DICT	140,421,248
										DICT	16,459,500
TOTAL											
156,880,748											

4. CONCLUSION

This Action Plan serves as a roadmap for NEC's activities in the 2025–2026 fiscal year, laying the basis for inclusive and well-coordinated elections. Through the outlined programs and strategic activities, NEC aims to ensure free, fair and transparent elections, build public trust, and improve its operations. The successful implementation of this plan will depend on sustained collaboration with stakeholders, timely resource allocation, and the commitment of NEC staff, Commissioners and key partners. These efforts will contribute to the consolidation of democratic governance in Rwanda.