



REPUBLIC OF RWANDA

NATIONAL ELECTORAL COMMISSION



2026-2027 NATIONAL ELECTORAL COMMISSION (NEC) ACTION PLAN

July 2026

FOREWORD

The 2026-2027 Action Plan of the National Electoral Commission (NEC) reflects a solid commitment to transparent, inclusive, and efficient electoral processes in line with three 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 and the empowerment of staff members, Commissioners and volunteers.

The budget allocated to the National Electoral Commission amounts to **3,440,189,997 Frw** 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 2026.

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List of Abbreviations

NST2:	Second National Strategy for Transformation
DAF:	Directorate of Administration and Finance
DICT:	Directorate of Information and Communication Technologies
FY:	Financial Year
GMO:	Gender Monitoring Office
ToT :	Training of Trainers
HRMS:	Human Resources Management Specialist
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
M&E:	Monitoring and Evaluation
PRCO:	Public Relations and Communication Office
REIMS:	Rwanda Election Information and Management System
ToRs:	Terms of Reference
UR:	University of Rwanda
Q1:	Quarter one
Q2:	Quarter two
Q3:	Quarter three
Q4:	Quarter four

I. Introduction

The National Electoral Commission (NEC) action plan for the financial year (FY) 2026-2027 is a key operational document that translates the Commission's legal mandate, priorities, and national policy commitments into concrete and measurable annual actions. NEC is constitutionally mandated to organize, conduct, and supervise elections and referenda in Rwanda, and to ensure that these processes are credible, transparent, inclusive, and peaceful.

This action plan is developed within the framework of Rwanda's national planning instruments, including the National Strategy for Transformation (NST2), sectoral policies, and public financial management guidelines. It builds on lessons learned from previous electoral cycles and implementation periods, while responding to emerging needs, institutional reforms, and technological advancements in electoral management. The Plan therefore serves as a practical roadmap for coordinated action by NEC departments and stakeholders during financial year 2026-2027.

II. Purpose of the action plan

The purpose of this action plan is to provide a clear and coherent framework for implementing NEC's annual priorities during financial year 2026-2027.

Specifically, the action plan aims to:

- Translate strategic objectives and policy commitments into implementable annual activities;
- Guide NEC departments and units in preparing detailed quarterly and operational work plans;
- Ensure alignment between planned activities, expected outputs, performance indicators, and allocated resources;
- Facilitate effective monitoring, evaluation, and reporting of performance;
- Strengthen accountability, coordination, and results-based management across the institution.

The action plan also serves as a reference document for internal management, oversight institutions, and development partners.

III. Summarized 2026-2027 NEC Action Plan

PROGRAM	SUB-PROGRAM	OUTPUTS	BUDGET (RWF)	% OF TOTAL
National Electoral Commission			3,440,189,997	100%
ELECTION PREPARATION AND MANAGEMENT			1,387,023,334	
	ELECTION PREPARATION AND MANAGEMENT		895,193,620	26%
		Local Leaders and national councils' elections prepared	844,276,435	
		Voters' register updated through Digital System	33,170,420	
		By-Elections prepared and conducted	17,309,965	
		Abunzi Committees' Elections prepared and conducted	0	
		East African Legislative Assembly (EALA) Elections prepared and conducted	436,800	
	CIVIC EDUCATION ON ELECTIONS		491,829,714	14%
		Electoral Civic Education delivered to the population	444,867,734	
		Sensitize the population on elections through public awareness, conduct electoral research and Operationalize NEC documentation center	46,961,980	
ADMINISTRATIVE AND SUPPORT SERVICES			2,053,166,663	60%
	ADMINISTRATIVE AND SUPPORT SERVICES		2,053,166,663	
		Efficient and Effective Administrative, Financial, and Logistical services provided to ensure Optimal institutional Performance	2,053,166,663	

IV. Strategic Programs

The NEC action plan for financial year 2026-2027 is organized around three(3) interrelated programs that collectively support the delivery of NEC's mandate:

1. **Electoral Operations Program:** This program focuses on planning, organizing, and coordinating all electoral processes. It covers electoral logistics, polling and counting

arrangements, training of electoral officials, and coordination with security and administrative organs to ensure orderly and credible elections.

2. *Electoral Civic Education Program:* This program aims to promote informed and active citizen participation in electoral processes. It includes voter education, stakeholder engagement, development and dissemination of civic education materials, and community outreach initiatives targeting different population groups.

3. *Administration and Support Services Program:* This program provides the administrative, financial, procurement, and logistical support required for effective implementation of NEC's mandate while emphasizing compliance with public finance regulations, efficient resource utilization, and strong internal controls. It also seeks to strengthen NEC's human, technical, and institutional capacities through areas like staff training, policy and procedure improvement, ICT system enhancement, and knowledge management.

V. Implementation Arrangements

The implementation of this action plan will be overseen by NEC Management, with overall coordination responsibility vested in the secretariat. Each department and unit will be responsible for implementing activities under its mandate and for preparing detailed quarterly work plans aligned with this action plan. Clear roles and responsibilities will be assigned to ensure accountability, while internal coordination mechanisms will be strengthened to promote synergies across programs. Implementation will be guided by approved budgets, procurement plans, and human resource allocations. Collaboration with government institutions, local authorities, civil society organizations, and other stakeholders will be essential for effective delivery of planned activities.

VI. Monitoring and Evaluation

Monitoring and evaluation (M&E) are a core component of the NEC action plan and will be conducted on a quarterly basis. The M&E framework will track progress against planned

activities, outputs, indicators, and targets, as well as budget execution. Key M&E tools will include quarterly progress reports, field monitoring visits, performance review meetings, and data collected through administrative and programmatic systems. Findings from M&E activities will be used to inform management decisions, identify challenges and risks, and introduce corrective measures where necessary. Annual performance reviews will also contribute to institutional learning and future planning.

VII. Risk Management

The implementation of the action plan may be affected by various internal and external risks, including budget constraints, procurement and logistical delays, capacity gaps, and unforeseen operational challenges. NEC will adopt a proactive risk management approach by identifying potential risks early and implementing appropriate mitigation measures. Mitigation strategies will include early planning and budgeting, strengthening internal controls, capacity building, stakeholder coordination, and continuous monitoring of risk factors. Risk management will be integrated into routine management and reporting processes.

VIII. Conclusion

The NEC action plan for financial 2026-2027 provides a comprehensive and practical framework for delivering the Commission's mandate in a results-oriented manner. Successful implementation of the plan will require strong leadership, effective coordination, adequate resourcing, and continuous performance monitoring. Through this action plan, NEC reaffirms its commitment to conducting credible, transparent, and inclusive electoral processes that strengthen democratic governance in Rwanda.

Annex I: Detailed implementation matrix

The detailed implementation matrix operationalizes the NEC action plan by linking programs, objectives, activities, indicators, responsibilities, timelines, risks, and mitigation

measures. It serves as the primary tool for quarterly planning, monitoring, and reporting during financial year 2026-2027.

PROGRAM	SUB-PROGRAM	OUTPUTS	INDICATOR	BASELINE	QUARTERLY TARGETS				ACTIVITIES	RESPONSIBLE	PLANNED BUDGET	
					Q1	Q2	Q3	Q4				
NEC											3,440,189,997	
ELECTION PREPARATION AND MANAGEMENT											1,387,023,334	
	ELECTION PREPARATION AND MANAGEMENT										895,193,620	
	Local Leaders and national councils' elections prepared	OUTCOME 1: Election management processes, Electoral Civic and Voter Education as well as election stakeholders' engagement enhanced										
				3,500 copies regulations governing Local Elections printed and distributed					Print and distribute regulations governing Local elections	ODES LAO	5,000,000	
				*1 press conference organized; *At least 30 outreach meetings organized. *832 banners printed *3 radio and TV spots produced	*1 press conference organized; *1 live talk show on public media *4 talk shows on private radio and Tv organized *At least 1 live talk show per province on public media and 1 outreach meetings per province organized. *832 banners distributed and hanged in public view				Sensitize the general population and other stakeholders on Local leaders' electoral process	PRCO ODES	75,724,830	
				Conduct consultative meetings with key stakeholders.					Conduct Consultative Meetings with stakeholders at different levels	ODES& ES	27,298,175	
				Processing Applications	Final Accreditation and briefing meeting				Accreditate local elections' observers	Doc&Arch Off	10,777,500	

		Receive and inspect first batches of materials. -Conduct quality checks and ensure compliance. -Plan logistics for distribution.	Complete delivery of all materials to district/regional offices.			Acquire electoral materials	ODES	3,315,000
		Prepare and publicize submission calendar and requirements.	Open the call for submission of candidatures -Receive and register all submitted applications			Receive candidatures submission	ODES	4,867,870
			Monitoring electoral campaign in all districts			Monitor electoral Campaign	ODES	1,300,000
		-Prepare and avail electoral operational plan -Identify electoral sites -Identify election volunteers	Prepare polling sites and deliver electoral materials -Conduct and Supervise election Operations			Distribute Electoral Materials and conduct elections operations	ODES	232,280,060
			Prepare allowances for all election volunteers	Prepare allowances for all election volunteers		Prepare volunteers allowances	ODES DAF	476,438,000
			Collect and verify election data from all relevant sources	-Prepare and submit general report on Local leaders' elections		Prepare Election report	ODES	605,000
				Conduct post-election Evaluation.		Conduct election with evaluation stakeholders	ODES, ES	6,670,000
TOTAL								844,276,435

		Voters' register updated through Digital System		Import and update data from NIDA Follow up on integration process between REIMS and SDID	Follow up on integration process between REIMS and SDID	-Online self-transfer by voters -Systems integration between REIMS and SDID	Systems integration between REIMS and SDID	Update voter registers through Digital System (REIMS)	ODES DICT	33,170,420
		TOTAL								33,170,420
		By-Elections prepared and conducted		Prepare and Implement requests for by elections to fill vacant posts where needed	Prepare and Implement requests for by elections to fill vacant posts where needed	Prepare and Implement requests for by elections to fill vacant posts where needed	Prepare and Implement requests for by elections to fill vacant posts where needed	Prepare and Conduct By- elections operations	ODES	17,309,965
		TOTAL								17,309,965
		Abunzi Committees' Elections prepared and conducted					Publish and distribute the official Mediators' electoral calendar to all relevant stakeholders.	Prepare Mediators' Electoral Calendar	ODES	-
							Develop a first draft of the NEC instructions incorporating legal requirements and stakeholder recommendations.	Prepare the Instructions of the National Electoral Commission governing the elections of the Abunzi Committee Members	Legal Affairs Officer	-
		TOTAL								-
		East African Legislative Assembly (EALA) Elections prepared and Conducted					Develop a first draft of the NEC instructions incorporating legal requirements and receive feedback from stakeholders.	Prepare the Instructions of the National Electoral Commission governing the election of the Member of the EALA	Legal Affairs Officer	
							Publish and distribute the official EALA calendar to all relevant stakeholders.	Prepare Electoral Calendar of Rwanda Members of EALA's candidates from NWC, NYC, NCPD	ODES	436,800
		TOTAL								436800
		CIVIC EDUCATION ON ELECTIONS								491,829,714

		Electoral Civic Education delivered to the population		*Develop and validate training materials and manuals; *Identify trainers and conduct Training of Trainers (ToT). *Conduct training of target groups	*Prepare and submit training reports			Prepare and deliver Electoral training to the identified target groups	ODES	444,867,734
				*Produce Inzira ya Demokarasi radio program; *Produce and Publish Inzira ya Demokarasi Magazine *Manage and update NEC website and NEC pages on Socio media (Twitter, & Facebook...)	*Produce Inzira ya Demokarasi radio program; *Manage and update NEC website and NEC pages on Socio media (Twitter, & Facebook...)	*Produce Inzira ya Demokarasi radio program; *Manage and update NEC website and NEC pages on Socio media (Twitter, & Facebook...)		Sensitize the population on elections through public awareness	PRCO ODES	46,961,980
										491,829,714
ADMINISTRATIVE AND SUPPORT SERVICES										2,053,166,663
ADMINISTRATIVE AND SUPPORT SERVICES										2,053,166,663
OUTCOME 2: NEC institutional, staff and Commissioners capacity development strengthened										
Efficient and Effective Administrative, Financial, and Logistical services provided to ensure Optimal institutional Performance			Process monthly salaries for all NEC staff	Process monthly salaries for all NEC staff	Process monthly salaries for all NEC staff	Process monthly salaries for all NEC staff	Payment of Wages and Salaries	DAF	710,994,684	
			Process and pay communication, social benefits and lumpsum allowances for all eligible staff	Process and pay communication, social benefits and lumpsum allowances for all eligible staff	Process and pay communication, social benefits and lumpsum allowances for all eligible staff	Process and pay communication, social benefits and lumpsum allowances for all eligible staff	Payment of Communication and Lumpsum allowances, bonuses and other social benefits	DAF	527,517,720	
			Ensure timely delivery of office consumables and basic services.	Ensure timely delivery of office consumables and basic services.	Ensure timely delivery of office consumables and basic services.	Ensure timely delivery of office consumables and basic services.	Ensure Procurement of goods and services and Logistical support for all departments	DAF	814,654,259	
TOTAL										2,053,166,663