

FORWARD

In accordance with Article 180 of the Constitution of the Republic of Rwanda of 4 June 2003, the National Electoral Commission is responsible for **the preparation and organization of local, legislative, referendum and presidential elections or any other election whose organization may be vested in the Commission by law**. Article 5 of Law N° 31/2005 of 24 December 2005 as amended to date also entrusts the National Electoral Commission with a mandate to **ensure civic education on elections**.

To carry out these duties, it is needed to develop a Plan of Action as a tool that can enable the partners involved in the activities of the National Electoral Commission to know planned activities and their implementation timeframe, needed budget and performance indicators.

Like the 2007 and 2008 Plans of Action, the activities contained in this Plan of Action are based on the Five-Year Strategic Plan (2007-2011) that the National Electoral Commission has set itself. It is against this backdrop that the implementation of the 2009 Plan of Action will be focused on the following key activities:

- Building the capacity of the National Electoral Commission;
- Ensuring civic education;
- Preparing the presidential election scheduled for 2010;
- Preparing by-elections;
- Strengthening computerized activities of the National Electoral Commission;
- Promoting institutional relations.

The implementation of these activities due in 2009 will rely on the determination, dedication, dynamism and sacrifice of the staff of the National Electoral Commission, various bodies and of all partners involved in electoral activities, which will facilitate the smooth running of preparations for the presidential election scheduled for 2010.

The National Electoral Commission reiterates its appreciation to all the bodies that have provided it with material, moral and financial support for the implementation of the 2008 Plan of Action as presented in this year activity report.

The National Electoral Commission thanks in particular the Government of Rwanda for its continued moral and material support to better perform its duties. The Commission will ever rely on the Government support within the framework of the 2009 Plan of Action.

Done in Kigali, 30 December, 2008

MUNYANEZA Charles
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INTRODUCTION

As usual, the National Electoral Commission develops a Plan of Action each year. The Plan of Action is focused on the objectives and duties of the National Electoral Commission.

The activities planned for 2009 have been grouped into five objectives, which are included in the Five-Year Strategic Plan (2007-2011) of the National Electoral Commission.

The budget covers the first half of the year, the reason why the activities of the second half of 2009 have not been budgeted; they will be budgeted in June 2009 - June 2010.

Overall, the budget allocated to the National Electoral Commission by the Government of Rwanda is **RWF 1,132,497,844** and it will be allocated for the activities set forth herein for the first half of the year (January-June 2009).

1. Building the capacity of the National Electoral Commission: RWf 717,185,060

Capacity is the pillar of the smooth running of activities. To this end, the National Electoral Commission will focus its efforts on activities within the framework of this objective by purchasing needed equipment and services, and hiring casual support workers.

Training will be conducted for the Commissioners and the staff members of the National Electoral Commission for increased knowledge that can help them carry out their duties properly.

In line with improving skills, the management of the documentation centre will be enhanced by providing needed books.

The management of the printing house of the National Electoral Commission will be given special attention to increase its production in order to see how to supplement the usual State budget.

The staff welfare, auditing and review of laws on the organization and functioning of the National Electoral Commission will be taken into account in this Plan of Action because they are also a strong pillar allowing the Commission to carry out its mission.

Given the limited number of the staff members of the National Electoral Commission, casual support workers will be hired to allow the successful completion of its mission.

2. Preparation and organisation of elections: RWf 138,650,000

The key mission of the National Electoral Commission is the preparation and organization of elections. In this regard, in 2009, there will be prepared the presidential election expected in 2010.

In particular, it is planned to mobilize funds needed for the electoral process, discuss the draft electoral code and other instructions on the organization of elections, undertake the procurement of electoral materials and equipment and hold consultation with institutions involved in the electoral process.

As usual, the preparation and organization of by-elections for local authorities and other levels will continue to replace the authorities who no longer hold the positions to which they were appointed by vote.

3. Civic education on elections: RWf 229,655,684

Civic education is ensured for different categories of the population. It is a medium used by the National Electoral Commission in the preparation of elections and when it is ensured on a permanent basis, it has a greater impact by preparing the Rwandan population for elections. It is in this context that, in 2009, a training programme will be developed, and a consultation and evaluation meeting on how to improve the provision of civic education will be conducted.

Moreover, the National Electoral Commission will organize training for people responsible for civic education at the District and Sector levels to provide them with needed skills.

Various categories will be trained, especially the coordination committees at the Sector level and electoral officers throughout the country.

4. Strengthening computerized activities of the National Electoral Commission: RWf 19,000,000

As part and parcel of programmes of the Government of Rwanda, the promotion of technology-driven development in the electoral process will continue for the process to be faster and appreciated by people.

In 2009, the National Electoral Commission will continue to increase computer equipment and software in these activities and make them available to the population by setting up in each District information or computer units provided with basic equipment.

The Commission will also continue to train the staff members in the field of Information Technology and communication (ICT) to enable them to be in tune with technological development.

5. Dissemination of the activities of the National Electoral Commission and promotion of institutional relations: RWf 28,007,100

In 2009, the National Electoral Commission will further disseminate its activities through various channels. There will be mainly used "Inzira ya Demokarasi" broadcast programme and magazine, information available on the website of the National Electoral Commission, the public and private press media.

The National Electoral Commission will also continue to work with other bodies involved in the electoral process, and it will ensure its visibility in the international arena by participating in the activities of international organizations and associations having electoral administration within their remit, especially those in the East African region.

This Plan of Action will present:

- **Objective**
- **Activities**
- **Implementation timeframe**
- **Stakeholder**
- **Needs for each activity**
- **Performance indicators**
- **Half-yearly budget for each activity**

PLAN OF ACTION OF THE NATIONAL ELECTORAL COMMISSION FOR 2009

<i>OBJECTIVE</i>	<i>PLANNED ACTIVITY</i>	<i>EXECUTION TIMEFRAME</i>	<i>STAKEHOLDER</i>	<i>NEEDS</i>	<i>PERFORMANCE INDICATORS</i>	<i>BUDGET</i>
<i>1. BUILDING THE CAPACITY OF THE NATIONAL ELECTORAL COMMISSION</i>	1.1. Preparing and reviewing the budget					9.100.000
	a) Finalize the 2009 budget basing on the budget approved by the Government	January 2009	Internal Resources Management Unit	-2009 Plan of Action -Plan of Action of each Unit for 2009 -2007-2011 Plan of Action -2009 Draft Budget -Budget approved by the Government -2008 Audit Report	-2009 Budget finalized and submitted to management organs of the National Electoral Commission (NEC) -Action Plan for each Unit harmonized with the approved budget developed	100.000
	b) Reviewing the budget for the 2010 presidential election	January – February 2009	Internal Resources Management Unit	-2007- 2011 Strategic Plan/Budget -Draft budget for presidential election -Law relating to the organization of presidential and legislative elections -Draft plan of electoral process -2009 Budget -2009-2011 Budget	Draft budget for presidential election developed and submitted to relevant bodies.	1.000.000

OBJECTIVE	PLANNED ACTIVITY	EXECUTION TIMEFRAME	STAKEHOLDER	NEEDS	PERFORMANCE INDICATORS	BUDGET
	c) Preparing 2009—2010 Budget	March 2009	Internal Resources Management Unit	-2009 Plan of Action/Budget -Plan of Action and budget of each Unit for 2009 -2007- 2011 Strategic Plan/Budget -2009 Budget approved by the Government	2009-2010 budget paper finalized and submitted to MINECOFIN by May 2009	5.000.000
	d) Develop 2009- 2012 Draft Budget	March 2009	Internal Resources Management Unit	-NEC Budget for 2009 -2007- 2011 Strategic Plan/Budget	2009-2012 Draft budget finalized and submitted to MINECOFIN	3.000.000
	1.2. Procurement of office equipment and services					337.201.8
	a) Establishing the list of materials, equipment and services to be needed, January- June 2009	January 2009	-Public contract officer -Logistic officer	-Final Budget -2009 Plan of Action -Plan of Action and budget of each Unit -List of materials, equipment of each Unit	List of needed materials, equipment and services finalized taking into account the needs of each Unit	100.000

OBJECTIVE	PLANNED ACTIVITY	EXECUTION TIMEFRAME	STAKEHOLDER	NEEDS	PERFORMANCE INDICATORS	BUDGET
	b) Purchasing equipment and services	January – June 2009	-Public contract officer -Logistic officer	-Final Budget -Budget of each Unit -List of materials, equipment of each Unit -List of contracts for January- June, 2009 -Report on material and equipment management -2008 Inventory of material/equipment	-Needed material, equipment purchased and paid cash -Report on awarded contracts established	333.102.824
	c) Improving the management of NEC material/equipment	January - June 2009	Logistic officer	-2008 Inventory of material/equipment -Stock cards	Monthly and quarterly reports on the management of material/equipment established	4.000.000
1.3. Hiring the staff and improving performance and collaboration						285.925.860
	a) Hiring needed staff	January - June 2009	Internal Resources Management Unit	- Budget -List of vacant posts -NEC organization chart -NEC Plan of Action for 2009 -Plans of Action of Units for 2009	-38 support staff members hired as follows: *Executive Secretary: 1 *Accounting: 2 *Communication : 1 *ICT: 1 *Civic education: 1 *Electoral operations: 33 *Office boys& cafeteria: 3 Central Secretariat: 1 -Contracts for support staff	81.877.740

OBJECTIVE	PLANNED ACTIVITY	EXECUTION TIMEFRAME	STAKEHOLDER	NEEDS	PERFORMANCE INDICATORS	BUDGET
					established -Draft recruitment proposal for additional permanent staff submitted to relevant bodies	
	b) Managing staff and salaries	January-December 2009	Human Resources Management and Development Officer	- Budget - Staff files -Laws and instructions governing public service -Law relating to the organization and functioning of the National Electoral Commission	-The file of each staff member is complete and well kept in accordance with the provisions of law -The staff salaries paid by the 25 th of each month and pay slips are provided -The declaration of taxes was made in accordance with the law -The annual assessment of each staff member was conducted in time	104.347.532
	c) Building the capacity of Commissioners and staff members of the National Electoral Commission:	January-December 2009	Internal Resources Management Unit	- Budget -Training programme -Staff job description -2008 annual staff assessment	-At least 4 Commissioners were trained in respect of their duties -At least 80% of staff members to be trained were trained -All trained staff produced the reports on training within the prescribed time limit	100.000.000

<i>OBJECTIVE</i>	PLANNED ACTIVITY	EXECUTION TIMEFRAME	STAKEHOLDER	NEEDS	PERFORMANCE INDICATORS	BUDGET
					-Quarterly training reports were produced	
	1.4. Improving the welfare of the staff members and their mutual relationships					37.284.984
	a) Preventing and fighting against HIV/AIDS among the staff members of the National Electoral Commission	January-December 2009	Human Resources Management and Development Officer	- Budget -Project for fighting against HIV/AIDS among the staff members of the National Electoral Commission -Consultants	-At least 2 debates were conducted for sensitize the staff to the prevention and fight against HIV/AIDS - The staff received training materials encouraging them to HIV/AIDS prevention (Documents, T-Shirts,...)	5.000.000
	b) Pursuing the sports and leisure programme	January-December 2009	Human Resources Management and Development Officer	- Budget -Sports equipment	- 36 staff members of the National Electoral Commission were given annual subscription for 2009 -The staff participated in sports and leisure activities up to 90% -In line with the sports and leisure activities, each staff member was given needed sports equipment -Weekly report on participation	15.284.984
	c) Supporting the "TWUBAKANE	January-December 2009	Executive Secretary	- Budget -Plan of Action of the	The National Electoral Commission supported the	12.000.000

OBJECTIVE	PLANNED ACTIVITY	EXECUTION TIMEFRAME	STAKEHOLDER	NEEDS	PERFORMANCE INDICATORS	BUDGET
	TWESE” Association of the staff members of the National Electoral Commission			Association -Projects requiring donors' support	cafeteria of its staff members	
	d) Supporting the “ Dukorere u Rwanda ” Cooperative of NEC electoral volunteers	January-December 2009	Electoral Operations Unit	- Budget -The Constitution of the Cooperative -The Constitution of the association of the electoral volunteers -List of electoral volunteers	-The National Electoral Commission financed the meetings on the establishment of the Cooperative of the electoral volunteers -“Dukorere u Rwanda” Cooperative was established and is operational	5.000.000
1.5. Improving the functioning and management of the printing house of the National Electoral Commission						13.000.000
	a) Conducting a study on the improvement of the functioning and management of the printing house of the National Electoral Commission	January - February 2009	Internal Resources Management Unit	- Budget -Consultants	The study document on the functioning and management of the printing house developed	3.000.000
	b) Strengthening the capacity of the printing house	January-February 2009	Internal Resources Management Unit	- Budget -Amendment to the contract for the purchase of a pre-press machine -Machine room	-All the machines of the printing house installed and operational -At least 4 support staff members were hired and are	10.000.000

OBJECTIVE	PLANNED ACTIVITY	EXECUTION TIMEFRAME	STAKEHOLDER	NEEDS	PERFORMANCE INDICATORS	BUDGET
				-Staff	working	
	1.6. Pursuing the improvement of the functioning of the National Electoral Commission					34.672.392
	a) Preparing and conducting the meeting for Commissioners and for the staff of the National Electoral Commission	January-December 2009	-President of the National Electoral Commission -Executive Secretary -Unit Directors	- Budget -Law relating to the organization and functioning of the National Electoral Commission -NEC Plan of Action -Law relating to the organization and functioning of the National Electoral Commission -Internal Rules and Regulations of the National Electoral Commission -Minutes of the meetings established	There was organized at least: -One weekly meeting of NEC management committee -Weekly meetings of the staff members of each Unit -At least quarterly meeting of Commissioners -Quarterly Staff General Assembly meeting -Minutes of the meetings established and approved -Meetings of Commissioners held as provided for by law	8.000.000
	b) Developing, submitting and monitoring the implementation the Overall Plan for Signing Contracts in 2009	January-December 2009	-Public contract officer -Tender committee in the National Electoral Commission	-Plan of Action - Budget -Law and instructions governing public contracts -Report on contracts awarded in 2008	-The Overall Plan for Signing Contracts in 2009 developed and submitted to relevant bodies -Awarded contracts implemented in accordance with the terms of contracts -An officer in charge of monitoring each contract was	50.000

OBJECTIVE	PLANNED ACTIVITY	EXECUTION TIMEFRAME	STAKEHOLDER	NEEDS	PERFORMANCE INDICATORS	BUDGET
					<p>hired</p> <ul style="list-style-type: none"> -The report on contracts awarded established on a quarterly basis -All contracts included in the Overall Plan for Signing Contracts were awarded -The staff members of the National Electoral Commission received training in contract signing 	
	c) Monitoring budget execution	January-December 2009	Budget Management Officer	<ul style="list-style-type: none"> -January- June 2009 Budget -2009-2010 Budget -Plan of Action -Internal Rules and Regulations of the National Electoral Commission -Law relating to the organization and functioning of the National Electoral Commission -Law on the State Finances 	Monthly report on budget execution produced	50.000
	d) Preparing the accounting report	January-December 2009	Accountant	<ul style="list-style-type: none"> -January– June 2009 Budget -2009-2010 Budget -Plan of Action 	The account report produced by the 15 th of each month	2.672.392

<i>OBJECTIVE</i>	PLANNED ACTIVITY	EXECUTION TIMEFRAME	STAKEHOLDER	NEEDS	PERFORMANCE INDICATORS	BUDGET
				- Various financial documents -Support staff		
	e) Developing and monitoring contracts signed by the National Electoral Commission with various institutions	January-December 2009	Legal Advisor	-Contracts signed with various institutions -Documents of various contracts	The report on the contracts signed by the National Electoral Commission with other institutions on the progress of the implementation produced on a quarterly basis	50.000

OBJECTIVE	PLANNED ACTIVITY	EXECUTION TIMEFRAME	STAKEHOLDER	NEEDS	PERFORMANCE INDICATORS	BUDGET
	f) Carrying out an audit of procedures, management of NEC budget and property	January-December 2009	Internal Auditor	-January– June 2009 Budget -2009-2010 Budget -2009 Plan of Action -Law governing public contracts -Law relating to the organization and functioning of the National Electoral Commission -Law relating to the organization and functioning of the National Electoral Commission -Internal Rules and Regulations of the National Electoral Commission -Law governing the management of the State resources	-Each Unit was audited at least once -The audit reports were produced	50.000
	g) Finalizing and submitting NEC 2008 activity report	January 2009	Planning Officer	- Budget -2008 Plan of Action -Activity reports of Units in 2008	2008 annual report was produced and submitted to bodies set forth by law by January 2009	2.000.000
	h) Ensuring the monitoring and evaluation of the	January–December 2009	Planning Officer	- Budget -2009 Plan of Action -Activity reports of Units	The evaluation reports was produced every six months	3.000.000

OBJECTIVE	PLANNED ACTIVITY	EXECUTION TIMEFRAME	STAKEHOLDER	NEEDS	PERFORMANCE INDICATORS	BUDGET
	implementation of NEC 2009 Plan of Action			in 2009		
	i) Developing 2009-2010 NEC Plan of Action	March 2009	Planning Officer	- Budget -2008 Plan of Action -2007- 2011 Plan of Action	The 2009-2010 Plan of Action was submitted to bodies set forth by law by May 2009	6.000.000
	j) Pursuing the improvement of the functioning the documentation centre	January-December 2009	Documentation and Archives Officer	- Budget -List of books and other documents available in the documentation centre -List of needed books -List of needed magazines	- At least 200 needed books were purchased -Subscription to 19 magazines -Computer technology is used in the management of NEC documentation centre -The list of books available in the documentation centre was made -The report on the management of the documentation centre produced quarterly	11.000.000
	k) Following up the issue of stores of the National Electoral Commission	January - June 2009	Internal Resources Management Unit	- Budget	-The follow-up documents requesting MININFRA to build the stores was carried out -The report on the follow-up	100.000

<i>OBJECTIVE</i>	PLANNED ACTIVITY	EXECUTION TIMEFRAME	STAKEHOLDER	NEEDS	PERFORMANCE INDICATORS	BUDGET
					of the issue of stores was produced	
	l) Developing a funding project for building electoral material/equipment stores in Districts	January- March 2009	Planning Officer	- Budget	The project of stores was developed and submitted to donors	100.000
	m) Reviewing Law relating to the organization and functioning of the National Electoral Commission	January- March 2009	Legal Advisor	- Budget -Existing law	The draft law relating to the modification of the existing law was submitted to bodies set forth by law	2.000.000
	n) Reviewing Internal Rules and Regulations of the National Electoral Commission	April- May 2009	Legal Advisor	-New Law relating to the organization and functioning of the National Electoral Commission -Existing Internal rules and regulations	Internal Rules and Regulations of the National Electoral Commission was reviewed and adopted	100.000
	2.1. Preparing the presidential election scheduled for 2010					7.350.000
2. PREPARATION AND ORGANISATION OF ELECTIONS	a) Developing the draft programme of electoral activities	January- March 2009	Electoral Operations Unit	-Draft electoral budget -Draft existing programme	The electoral programme was developed and submitted to relevant bodies	300.000
	b) Listing and	January-	Public contract	-Draft electoral budget	-The list of required electoral	50.000

OBJECTIVE	PLANNED ACTIVITY	EXECUTION TIMEFRAME	STAKEHOLDER	NEEDS	PERFORMANCE INDICATORS	BUDGET
	purchasing electoral materials/equipment	December 2009	officer	-Electoral programme - Report on 2008 legislative elections -Annual of plan of contracts -Law governing public contracts -List of materials -Report on the materials purchased in 2008	materials was made and approved -The electoral materials that were put out to tender were purchased	
	c) Seeking funds for electoral activities	January-December 2009	Executive Secretary	- Budget -2009- 2010 Plan of Action -2007- 2011 Strategic Plan -Projects requiring funding -Funding agreements signed in 2008	-At least 80% of developed projects were funded -A report on undertaken negotiations and provided funds was produced on a quarterly basis	2.000.000
	d) Writing the draft electoral Code	February- June 2009	Legal Advisor	- Budget -Consultants -Laws and orders governing elections	-At least one meeting with people involved in the electoral Code was organized -The draft electoral Code was written and submitted to bodies set forth by law	5.000.000
	e) Planning debates to discuss preparations for presidential election	July –December 2009	Executive Secretary	- Budget -Draft electoral budget -Programmes of debates -List of categories to be invited to the debates	Debates were conducted with the following categories: -The representatives of political organizations -The representatives of civil	0

<i>OBJECTIVE</i>	PLANNED ACTIVITY	EXECUTION TIMEFRAME	STAKEHOLDER	NEEDS	PERFORMANCE INDICATORS	BUDGET
					society -The press representatives -International donors of the National Electoral Commission	
	f) Writing draft instructions governing elections	November-December 2009	Legal Advisor	-Draft electoral Code -Existing instructions on elections -Draft electoral budget -New Law relating to the organization and functioning of the National Electoral Commission	The draft instruction governing elections was written	0
	g) Assessing electoral officers	October-November 2009	Electoral Operations Unit	- Budget -Existing list of electoral officers -Code of conduct	The first phase of assessment of 65,000 electoral officers was conducted in all Provinces and Kigali City	0
2.2. Preparation and organisation of by-elections						131.300.000
	a) Preparing and organizing by-elections for local authorities	May- June, September-October 2009	Electoral Operations Unit	- Budget -Electoral programme -Vacant posts -Laws and instructions governing elections	-At least 90% of vacant posts made known to the National Electoral Commission were filled by vote -The report on elections were produced and submitted to relevant bodies	96.300.000
	b) Preparing and	January-	Electoral	- Budget	All posts made known to the	35.000.00

OBJECTIVE	PLANNED ACTIVITY	EXECUTION TIMEFRAME	STAKEHOLDER	NEEDS	PERFORMANCE INDICATORS	BUDGET
	organizing by-elections for other organs	December 2009	Operations Unit	-Electoral programme -Vacant posts -Laws and instructions governing elections	National Electoral Commission were filled and the report on elections was produced and submitted to bodies set forth by law	0
3. ENSURING CIVIC EDUCATION AND TRAINING ON ELECTIONS	3.1. Planning training for different categories	January-February 2009	Civic education Officer	-National Policy for Civic Education -National Civic Education Programme -2009 Budget approved by the Government -Report on training sessions conducted in 2008 -Presidential election programme	-The list of categories to be trained was established -Training programme was developed and approved	100.000
	3.2. Improving training on civic education	January- March 2009	Civic education Officer	- Budget -National Policy for Civic Education -National Civic Education Programme -Training manuals on civic education	-At least one meeting with people involved in training on civic education was conducted -Developed manuals are used by other organs ensuring training on civic education	10.000.00 0
	3.3. Developing training programme and materials and submitting them to	January-December 2009	Electoral Operations Unit	- Budget -National Policy for Civic Education -National Civic Education	Training programme and materials for the categories to be trained were developed (posters, songs, documentary	45.000.00 0

OBJECTIVE	PLANNED ACTIVITY	EXECUTION TIMEFRAME	STAKEHOLDER	NEEDS	PERFORMANCE INDICATORS	BUDGET
	the stakeholders			Programme -Trainer manual on civic education	film,...)	
	3.4. Training civic education officers in all Districts	January- March 2009	Civic education Officer	- Budget -List of training beneficiaries -Draft training programme -National Policy for Civic Education -National Civic Education Programme -Training materials on civic education	450 civic education officers at District and Sector levels were trained	27.500.000
	3.5. Ensuring training of Sector Coordination Committees in charge of civic education	March- April 2009	Civic education Officer	- Budget -List of training beneficiaries -Draft training programme -National Policy for Civic Education -National Civic Education Programme -Training materials	At least 90% of the members of Sector Coordination Committees (4,160) in charge of civic education were trained	20.000.000
	3.6. Ensuring training for various categories on civic education and elections	April- December 2009	Electoral Operations Unit	- Budget -Consultants -Training programme -List of categories to be	-At least 90% of categories to be trained were trained -Reports on training were produced	109.055.684

OBJECTIVE	PLANNED ACTIVITY	EXECUTION TIMEFRAME	STAKEHOLDER	NEEDS	PERFORMANCE INDICATORS	BUDGET
				<ul style="list-style-type: none"> trained -National Policy for Civic Education -National Civic Education Programme -Trainer manual on civic education -Various training materials 		
	3.7. Ensuring the follow-up of projects supported by the National Electoral Commission in line with civic education	January-December 2009	Electoral Operations Unit	<ul style="list-style-type: none"> - Budget -List of supported projects and projects requiring support -Agreements signed between the National Electoral Commission and the recipients of its support -Reports on completed projects -Budget approved by the Government 	All projects supported by the National Electoral Commission were followed up and completed and related reports produced	3.000.000
	3.8. Outfitting the training room	January – June 2009	Civic education Officer	<ul style="list-style-type: none"> - Budget -Consultants -Study 	<ul style="list-style-type: none"> -The outfitting project for the training room was developed -The training room is fitted out and used 	5.000.000
	3.9. Assessing the 2007-2008 conduct of training on civic	June 2009	Electoral Operations Unit	<ul style="list-style-type: none"> - Budget -Consultants -List of participants in 	<ul style="list-style-type: none"> -The conduct assessment document was developed -The assessment meeting 	10.000.000

OBJECTIVE	PLANNED ACTIVITY	EXECUTION TIMEFRAME	STAKEHOLDER	NEEDS	PERFORMANCE INDICATORS	BUDGET
	education			assessment -Draft conduct assessment -National Policy for Civic Education -National Civic Education Programme -Report on 2007- 2008 training sessions	was held with a participation rate of 90% -The assessment report was produced at least in 2 official languages in Rwanda	
4. STRENGTHENING COMPUTERIZED ACTIVITIES OF THE NATIONAL ELECTORAL COMMISSION	4.1. Updating the electoral register	September-December 2009	Information and Communication Technology Unit (ICT)	- Budget -Consultants -Existing electoral register -NID database -Support staff -New software	-Rwandans eligible to vote were included in the database of the National Electoral Commission -Rwandans to be transferred to their polling stations were transferred -The electoral register with voter pictures was established -At the level of each Village, there is a registry for registering persons removed from or added to the electoral register	0
	4.2. Setting up an ICT Unit at District level	January-December 2009	Information and Communication Technology Unit (ICT)	- Budget -Building -Staff	-At the level of each District, the materials below were at least provided: * 5 computers	1.000.000

OBJECTIVE	PLANNED ACTIVITY	EXECUTION TIMEFRAME	STAKEHOLDER	NEEDS	PERFORMANCE INDICATORS	BUDGET
					<ul style="list-style-type: none"> * 1 modem * Switch * 1 printer - At least two staff members of the District were trained in ICT and can use electoral software 	
	4.3. Develop needed software packages	January-December 2009	Information and Communication Technology Unit (ICT)	<ul style="list-style-type: none"> - Budget -Consultants 	<ul style="list-style-type: none"> -At least the following new software packages were developed * Equipment management *Staff management *Electoral officer management *Public contract management *Electoral equipment management *Candidate management *Electoral observer management *Printing electoral cards *Counting of votes 	10.000.000

OBJECTIVE	PLANNED ACTIVITY	EXECUTION TIMEFRAME	STAKEHOLDER	NEEDS	PERFORMANCE INDICATORS	BUDGET
	4.4. Ensuring training of NEC staff members in ICT	January-December 2009	Information and Communication Technology Unit (ICT)	- Budget -Consultants -Training programme	- At least two staff members were trained in managing a website -At least 90% of NEC staff members were trained in ICT	3.000.000
	4.5. Restructuring and maintaining computer equipment	January-December 2009	Information and Communication Technology Unit (ICT)	- Budget -Consultants -Maintenance contract	-The maintenance contract was awarded -Maintenance of computer equipment was ensured three times at least -At least 2 DOT MATRIX PRINTERS were purchased	5.000.000
5. ENSURING THE DISSEMINATION OF THE ACTIVITIES OF THE NATIONAL ELECTORAL COMMISSION AND PROMOTION OF INSTITUTIONAL RELATIONS	5.1. Disseminating the activities of the National Electoral Commission					27.007.100
	a) Preparing “Inzira ya Demokarasi” broadcast programme and magazine of the National Electoral Commission	January-December 2009	PR and Communication Officer	- Budget -Consultants -Broadcast programme schedule -Programme broadcast before -Magazines published before	-“Inzira ya demokarasi” programme broadcast on Radio Rwanda weekly -“Inzira ya demokarasi” magazine is published at least 4 times a year and it reaches various institutions including grassroots levels down to the level of Villages.	8.000.000
	b) Collecting and managing information	January-December 2009	PR and Communication	- Budget -Various papers and	The website of the National Electoral Commission is fed	100.000

OBJECTIVE	PLANNED ACTIVITY	EXECUTION TIMEFRAME	STAKEHOLDER	NEEDS	PERFORMANCE INDICATORS	BUDGET
	content on the website of the National Electoral Commission		Officer	information	on a regular basis	
	c) Disseminating the activities of the National Electoral Commission through modern media and other channels	January-December 2009	PR and Communication Officer	- Budget -Consultants	The following communication means were used: -Electronic messages - Radio and TV -The public and private press -Hoardings -Notice board at the National Electoral Commission -Video messages at the reception desk of the National Electoral Commission	15.000.000
	d) Preparing debates and consultative meetings	January-December 2009	PR and Communication Officer	- Budget -Documents of debates	-Consultative meetings were held with the following bodies: *Civil society *Forum of Political Organisations *The press -At least 3 debates were conducted on presidential election	3.907.100
	5.2. Promoting	January-	Executive Secretary	- Budget	- There was organized a	1.000.000

OBJECTIVE	PLANNED ACTIVITY	EXECUTION TIMEFRAME	STAKEHOLDER	NEEDS	PERFORMANCE INDICATORS	BUDGET
	relations with organizations and bodies in charge of electoral administration	December		<ul style="list-style-type: none"> - Cooperation agreements -Meeting programme -List of organizations having electoral administration within their remit -Invitations 	<ul style="list-style-type: none"> consultative meeting on elections with bodies in charge of conducting elections in EAC -Participation in various meetings organized by organizations and bodies having within their remit electoral administration and to which the National Electoral Commission was invited. 	

CONCLUSION

For the National Electoral Commission to be able to implement this Plan of Action for 2009, all relevant bodies within the National Electoral Commission should ensure the implementation of planned activities according to their respective responsibilities. Moreover, each body should always follow up the activities that are in line with its remit, and point out all encountered constraints to find proper solutions.

In respect of collaboration, it should be pointed out that the support of all institutions supporting the National Electoral Commission for successful implementation of its mission is still needed, and the Commission will ever rely on this support to implement this Plan of Action.

The National Electoral Commission takes this opportunity to renew its thanks to all those who play a role in all its activities for their unwavering support, which demonstrates the better partnership in the primary mission of promoting democracy and good governance in Rwanda through election.

In this regard, the National Electoral Commission especially calls upon those involved in electoral activities to give their contribution in 2009 to preparations for the presidential election scheduled for 2010.

The National Electoral Commission promises all institutions and all Rwandans in general that, with their cooperation, it will continue to focus its action on everything that can contribute to the promotion of democracy, which is the pillar of sustainable development in Rwanda.
