



COMMUNICATION STRATEGY

OFFICE OF THE OMBUDSMAN STRATEGIC PLAN 2020/2021 - 2023/2024

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CHAPTER ONE: INTRODUCTION

1.1 Context

A communication strategy is “the selection of appropriate communication objectives and the identification of the specific ways of communicating internally within the organization and interacting with the outside worlds” (Google Web Definition). A communication strategy can take on many different looks, ranging from a one-on-one interaction to a worldwide campaign. Effective communication is able to move an organisation from one point to another in terms of profitability for Corporates and reaching other objectives and Organisational mission. The communication strategy involves knowing the targeted audience, set target to satisfy their needs in terms of information, prepare appropriate information to be communicated to each section of the audience and avail appropriate information communication channels. In this perspective, the Office of the Ombudsman has developed a strategic plan that sets its strategic priorities for the upcoming 4 fiscal years from 2020-2021 to 2023-2024. Therefore, this communication strategy is meant to ensure that it is owned both internally and externally.

1.2 Objectives of the communication strategy

The general objective of this communication strategy is to ensure that the Office of the Ombudsman Strategic Plan key content is communicated both internally and externally. Internally, the communication is intended to all staff and officials for effective implementation. Externally the communication targets partners for synergy building but also to the general public as a mean to raise their awareness and commitment towards achieving the strategic plan targets and objectives in fighting corruption and injustice.

More specifically, this communication strategy is intended to:

- (i) Ensure effective awareness of the Office of the Ombudsman strategic priorities.
- (ii) Strengthen the Office of Ombudsman communication capacity involving adequate skills and tools.
- (iii) Improve partnership between the Office of the Ombudsman and a wide range of stakeholders including Justice Sector institutions, other public, private and civil society organizations, donor organizations, media houses and the general public.
- (iv) Increase institutional visibility
- (v) Improve service delivery

1.3. Communication strategy requirements

An effective Communications Strategy must therefore clearly establish the following elements:

(i) Alignment with the organizational broader objectives: Communication must be seen as a mean to an end, and not as end in itself. Therefore, it has to be aligned with the organizations broader objectives because it is formulated to contribute to the organizational broader strategy.

(ii) Audiences: It is essential to identify different target audiences and also determine appropriate strategies for engaging with them.

(iii) Key Messages: The organization should create a comprehensive package covering all the key messages, and emphasize the different elements of the case for different audiences;

(iv) Channels, strategies and activities: It is important to identify the various channels to be used in the communication process and also elaborate on the strategies as well as key activities that best yield the desired results;

(v) A communication budget: This refers to the anticipated costs associated with the execution of the communication strategy

(vi) Monitoring and Evaluation: It is important to periodically assess the effectiveness of the Communication Strategy with both internal and external audiences. The results of the evaluation should be discussed and used to review and amend the strategy.

1.4. Communication Strategy development approach

This strategy is mostly based on stakeholder analysis in the preventing and fighting corruption and injustice area. Desk review of key documents allowed having a broader understanding of the main actors in the area of prevention and fighting corruption and injustice as well as possible channels for communicating with different audiences in that particular area.

CHAPTER TWO: COMMUNICATION STRATEGY PRIORITIES

The main purpose of every communication activity is awareness raising and behaviour change as a result of proper communication and disclosure of relevant information.

2.1 Identification of targeted audience

Generally, a communication strategy targets two segments including internal and external audience

2.1.1. Internal audience

This audience consists of:

Top Leadership/Management (Ombudsman, Deputy Ombudsmen, PS): Given their leading role in decision making process, management guidance and advocacy, this level needs to have a summarized and concise content to align their interventions with the set objectives of the strategic plan.

Office of the Ombudsman personnel (Directors and Staff): Clear understanding of specific objectives, results and targets at unit and service level is essential for effective implementation, monitoring and evaluation of the strategic plan.

Close collaborators (whistle blowers, cybercafé managers and asset declaration focal persons from various institutions): This section needs to understand their role in assisting specific units/services to achieve their results/targets.

2.1.2. External audience

External audience segment includes:

Partner organizations from the justice sector: This section includes institutions such as MINIJUST, the Judiciary, NPPA, RIB, RNP, which mission complement each other as they all contribute to the justice sector priorities.

Local and international partners including government institutions in the governance sector such as MINALOC and RGB; in the accountability area such as the OAG; civil society organizations such as TIR and International organizations such UNDP, EU, Commonwealth Africa, EAAACA, Parliament/APNAC and RLMUA, playing a complementary and supporting role such as information sharing, capacity building and fund contribution. Effective communication with all the above partners is capital to highlight the expected collaboration and support from everyone to achieve the objectives of the strategic plan.

Media Houses play a capital role in informing the general public, media will certainly serve as the main channels in sensitizing the community and communicating key messages intended to corruption and injustice prevention. They also play an important role in building a positive image of the Office of the Ombudsman

General Public does not only benefit from the Office of the Ombudsman services, they also support achieving its mission in different capacities ranging from adopting anti-corruption behaviour to denouncing it. Hence proper communication with the public facilitates raising their awareness and their responsibility to distancing themselves from corruption practices and denouncing corruption and injustice.

2.2. Messages

The communication strategy has to ensure that the internal and external audiences are reached effectively to achieve and receive accurate

information to allow them to understand their role in supporting the organization overall objectives.

2.2.1 Effective coordination and team building message

To encourage effective coordination and foster a team spirit by ensuring that all leaders, managers and staff understand the organizational deliverables he has to contribute to: The main elements of communication include but not limited to:

- ✓ Ensure everyone receives a copy of the strategic plan document
- ✓ Departmental meetings and management that encourage closer links and understanding between staff through regular face to face briefings, sessions and meetings
- ✓ Wide spread availability of information through notices, e-mail communication and all other channels for purposes of general information;
- ✓ Work plans and monitoring/progress reports relating to key activities
- ✓ Celebrate major accomplishments so that all employees are reenergized and empowered with a new sense of direction and fulfilment

2.2.2 Advocacy message

Directed at decision makers and influential leaders at different levels to increase their understanding, to generate the support needed to increase the institution capacity (legal, financial, human and material) to deliver to its mandate

2.2.3 Partnership Building message

Effective communication with local, regional and international partners is essential to achieving the strategic plan results through:

- Communicating intended deliverables for a better coordination with partners in the processes of implementation monitoring and evaluation and enabling better streamlining of the work of various groups and initiatives.
- Regularly sharing knowledge, experiences and any relevant information and best practice to creates joint solutions
- Mobilize necessary resources and improves cost-efficiency

2.2.4. Public information message

All the information targeting the external publics for the purposes of informing, educating and, communicating on pertinent developments and initiatives of the Office of the Ombudsman.

The main channel for all external communication remains the media. This strategy encourages the Office of the Ombudsman to actively engage with the major media houses in order to reach out to the general public for continuous understanding of its role and necessary interaction with public as a mean of realizing the ultimate objective of preventing and fighting corruption and injustice. To achieve this objective, the Office of the Ombudsman must proactively promote positive information and campaigns in the media through:

- Participating in radio and TV talk shows
- Organize press conference
- Avail required information timely for media
- Ensure communication with media is done properly by the right persons; not all staff to make statement on behalf of the institution without specific mandate to avoid wrong quotes and misunderstandings.
- Ensure all communications reflects a good image of the institution

2.3. Tools

As a mean to reach out to the wide range of audiences, the following channels of communication are to be used.

- For public awareness, education and sensitization, the following channels are proposed:
 - ✓ Publicity and Promotional Materials (Posters, banners, brochures, flyers, leaflets, e-billboards, etc)
 - ✓ TV and Radio Shows
 - ✓ Social Media: (Facebook, Twitter, YouTube, Flickr, Linked Inn, Instagram, Sound Cloud, etc)
 - ✓ Media briefs and press conferences
 - ✓ Direct communication with key officials eg field visits
 - ✓ public events such as Quiz shows and different kinds of competitions, open days, community works, mass sports, exhibitions, etc)
 - ✓ Website and other online Services
 - ✓ Newsletter
 - ✓ One stop center

- For internal audience and specific partners, directed channels of communications are advisable such as telephone calls, round table discussions, conferences, lectures, training events, email exchange and others in order to build the network internally and externally.

CHAPTER FOUR: COMMUNICATION FRAMEWORK FOR THE OFFICE OF OMBUDSMAN STRATEGIC PLAN 2020/2021-2023/2024

The communication framework for the Office of the Ombudsman Strategic Plan 2020/2021-2023/2024 is built around 4 themes targeting 4 categories of audiences:

- (i) Public information communication providing general information on what the Office of the Ombudsman wants to achieve in the next 5 years in prevention and fighting corruption and injustice, quality service to clients and the expected cooperation from the general public, opinion leaders and other leaders in public, private and civil society who will reinforce the key messages at the local level through various community fora.
- (ii) Advocacy oriented communication such as the Ministries, National parliament, the judiciary intended to raising decision makers' awareness on the expected impact from effective implementation of the strategic plan but also the capacity challenges (legal back up human resources, financial and material resources) that need to be addressed to create the desired impact.
- (iii) Capacity building and development of core competencies among the Office of the Ombudsman personnel and key collaborators to ensure effective coordination and collaboration for successful implementation of the strategic plan.
- (iv) Partnership building communication with implementation partners for synergy building and resource mobilization.

The matrix below presents the audience composition for each theme, the strategic plan related message to be delivered, the tools and channels of communication to be used as well as the expected outcome from that communication as a way of achieving the Office of the Ombudsman strategic plan targets.

Table 1: Communication strategy framework

Communication Audience	Message	Tools and channels of communication	Communication outcome
<p>General Public</p>	<p>Awareness raising on</p> <ul style="list-style-type: none"> • Negative effects of corruption and injustice to the individuals and the country in general • Office of Ombudsman commitment to preventing and fighting corruption • Invitation to collaboration of citizens in preventing and fighting corruption and injustice • Improved services of the Office of the Ombudsman to citizen 	<ul style="list-style-type: none"> ▪ TV and Radio infomercials ▪ Information materials – posters, brochures ▪ News and feature articles in both print and electronic media ▪ Districts anti-Injustice campaign ▪ Anti-Injustice and anti-corruption Week ▪ Media briefs and press conferences ▪ public events (Quiz shows, Umuvunyi tournaments, open days, community works mass sports, exhibitions, etc) ▪ Umuvunyi Newsletter ▪ Awards to media houses and journalists for their effectiveness in publishing corruption and injustice 	<ul style="list-style-type: none"> ✓ Increased awareness of citizen ✓ Increased participation of citizen in prevention and fighting corruption through creating anti-corruption and anti-injustice clubs, denouncing corruption practices etc. ✓ Positive appreciation by citizen of the Office of Ombudsman service.

		prevention and fighting news	
Decision makers from Ministries, National parliament, the judiciary	<ul style="list-style-type: none"> • Intended impact from effective implementation of the Office of the Ombudsman strategic plan • Existing challenges and capacity gaps • Advocacy role expected from them to increase the Office of the Ombudsman Capacity for effective implementation of its strategic plan 	<ul style="list-style-type: none"> ▪ Summarized strategic plan document focusing on intended impact, challenges and capacity needs ▪ Advocacy documents ▪ Periodic reports ▪ Consultation fora 	<ul style="list-style-type: none"> ✓ Increased support for an enabling legal environment and adequate capacity to effectively implement the new strategic plan
Office of the Ombudsman personnel and key collaborators	<ul style="list-style-type: none"> • Organization overall impact • Department outcomes, outputs and targets 	<ul style="list-style-type: none"> ▪ Leadership meetings ▪ Management meetings ▪ Department meetings ▪ Action plan/Performance contract, monitoring and evaluation sessions ▪ Progress reports ▪ Midterm evaluation sessions ▪ Trainings sessions ▪ telephone calls ▪ Round table discussions ▪ Conferences ▪ Email exchange 	<ul style="list-style-type: none"> ✓ Team building <p>Effective</p> <ul style="list-style-type: none"> ✓ Effective coordination and collaboration for successful implementation of the strategic plan

<p>Implementation partners</p>	<ul style="list-style-type: none"> • Disseminate information elements of the strategic plan to implementing partners. • Explaining the expected contribution of each partner organization and possible synergy to achieving the Office of Ombudsman strategic objectives • Progress so far achieved, challenges and way forward 	<ul style="list-style-type: none"> ▪ Briefing materials ▪ Progress reports ▪ Seminars and workshops ▪ Organizational meetings ▪ Website ▪ Midterm evaluation sessions ▪ Round table discussions ▪ Email exchange 	<ul style="list-style-type: none"> ✓ Synergy building ✓ Resource for effective implementation of the strategic plan
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CHAPTER FIVE: IMPLEMENTATION, MONITORING AND EVALUATION OF THE STRATEGY

4.1 Monitoring and Evaluation Framework

Monitoring and evaluation is essential to objectively establish progress towards the achievements of the objectives of this Communications Strategy. The key aspects of the M&E framework for this program include:

- Monitoring of the implementation of the activities as proposed by the communication strategy
- Assessing the outcomes and the contribution of communication activities to the overall outcomes of the Office of the ombudsman strategic plan

To this end, a formal survey is proposed to be carried out to measure the effectiveness of the messages and engagement with stakeholders at various levels. The level of awareness among target audiences.

The results will determine whether the strategy is on course, any adjustments that may be required and resultant risks that need to be managed.

Media monitoring will be an integral part of the survey, to monitor how media contributed to the awareness raising.

4.2 Implementation, Monitoring and Evaluation of Performance

The Office of the Ombudsman will generally rely on the following measures to monitor the success and effectiveness of its communication activities:

- (i) Media coverage assessment of the Office of the Ombudsman major activities to be conducted on regular basis depending on the needs. Partnership with the Rwanda Media High Council will be capital to achieve it.

- (ii) Stakeholder satisfaction and awareness survey, undertaken at least on annual basis
- (iii) Stronger partnerships and networks established with different institutions other stakeholders and organized groups.

Some of the key evaluation indicators include but not limited to:

- Number of articles published in different newspapers
- TV and Radio clips
- Number of appearances and or references in websites and blogs
- Number of stakeholder engagement meetings held
- Number of workshops held
- Number of participants

Proposed qualitative evaluation indicators to lead the surveys include but not limited to:

- Percentage of people appreciated the messages communicated in the context of preventing corruption and injustice
- Percentage of people adopted behavior change
- Percentage of people observed improvement in service delivery as effect of effective communication.

It is important that key information, lessons learned and knowledge gained in the process of implementing this Communications Strategy are recorded in a systematic way and shared within the Office of the Ombudsman units and with partner organizations for shared information on the implementation progress.

The following monitoring and evaluation matrix shows activities to be performed, their timelines and responsibilities.

Table 2: Implementation, M&E Framework

Target Audience	ACTIVITIES	TIMEFRAME				RESPONSIBILITIES
		Y1	Y2	Y3	Y4	
General Public	Identify and select media houses to partner with	x	x	x	x	Communication+ Procurement
	Produce information materials, radio and TV spots	x	x	x	x	Communication and public relations officer
	Produce Information materials – posters, brochures	x	x	x	x	Communication Officer+ Service providers
	Produce news and feature articles in both print and electronic media	x	x	x	x	Communication Officer+ Media houses
	Produce news and feature news on the OoO website	x	x	x	x	Communication Officer
	Organize districts anti-Injustice campaign	x	x	x	x	Concerned Deputy Ombudsman + Unit
	Organize anti-Injustice and anti-corruption Week	x	x	x	x	Concerned Deputy Ombudsman + Unit
	Organize media briefs and press conferences	x	x	x	x	Ombudsman+ Communication Officer
	Organize/attend public events (Quiz shows, Umuvunyi tournaments, Open days, community works mass sports, exhibitions, etc)	x	x	x	x	Ombudsman+ Communication Officer
	Publish regularly Umuvunyi Newsletter	x	x	x	x	Communication Officer
Award media houses and journalists for their effectiveness in publishing corruption and injustice prevention and fighting news	x	x	x	x	Ombudsman+ Deputy Ombudsmen+ PS+ Communication Officer	
Decision makers from government, National parliament and the judiciary	Prepare summarized strategic plan document focusing on intended impact, challenges and capacity needs	x				Planning Officer
	Prepare advocacy documents based on the summarized strategic plan document and share it with concerned	x				Legal officer

	government institutions, the National parliament and the judiciary					
	Prepare periodic reports for concerned government institutions, the National Parliament and the judiciary.	x	x	x	x	Planning + M&E officer
	Organize Consultation and advocacy with concerned government institutions, the National Parliament and the judiciary.		x			Ombudsman+ PS
Office of the Ombudsman personnel and key collaborators	Organize regular Leadership meetings	x	x	x	x	Adviser to the Ombudsman
	Organize regular Management meetings	x	x	x	x	PS
	Organize regular Department meetings	x	x	x	x	Unit directors
	Organize sessions for brainstorming and elaboration of action plan/Performance contract, monitoring and evaluation reports	x	x	x	x	Unit Directors
	Prepare, discuss and disseminate Progress reports	x	x	x	x	Communication officer
	Organize sessions for discussing Midterm evaluation reports	x	x	x	x	PS
	Organize training sessions for knowledge communication among OoO staff and collaborators such as managers of cybercafés and whistle blowers	x	x	x	x	Concerned unit directors
	Conduct communication through telephone calls	x	x	x	x	Ombudsman+ Deputy Ombudsmen+ PS+ Unit Directors
	Organize round table discussions and conferences for performance review and strategy reset	x	x	x	x	Ombudsman+ PS
	Communicate through email exchanges					Ombudsman+ Deputy Ombudsmen+ PS+ Unit Directors+ staff+ stakeholders
Implementation partners	Briefing materials	x	x	x	x	Public relations officer
	Progress reports	x	x	x	x	Planning Officer
	Seminars and workshops	x	x	x	x	Ombudsman+ PS

	Organizational meetings with partners	x	x	x	x	Ombudsman+ PS
	Produce news and feature news on the OoO website	x	x	x	x	Communication Officer
	Organize mid-term evaluation sessions with partners	x	x	x	x	Ombudsman+ PS
	Communicate through email exchanges with partners	x	x	x	x	Ombudsman+ PS+ Unit Directors+ stakeholders



CHAPTER SIX: COMMUNICATION STRATEGY BUDGET

Actions of the communication strategy are integrated in the Office of the ombudsman strategic plan and so is the budget. Here is a summary presentation of abstracts of communication related output costs to reflect the idea of the costs of this communication strategy. Figures presented below are just summary of communication outputs or outcomes, details are found in the strategic plan document.

Table 3: Communication Strategy Budget

TARGET AUDIENCE	COMMUNICATION RELATED ACTIONS	COST
General Public	Improved citizen awareness of their role in fighting corruption and injustice through education and community sensitization	3,107,100,000
Decision makers from government, National parliament and the judiciary	High level advocacies conducted	165,000,000
Office of the Ombudsman personnel and key collaborators	Office of the Ombudsman high level coordination strengthened	40,000,000
Implementation partners	Public relations and cooperation carried out	850,000,000
	Cooperation with other institutions conducting researches in relation with corruption and injustice strengthened	75,000,000
Total		4,217,000,000

**ANNEX: OFFICE OF THE OMBUDSMAN SUMMARY
STRATEGIC PLAN FOR COMMUNICATION PURPOSE**

Vision

Rwanda free of corruption and injustice

Mission Statement

Leading the fight against corruption and injustice through prevention and law enforcement

Core Values

Integrity

We shall demonstrate highest ethical standards, Self-esteem, honesty, fairness and consistency.

Professionalism

We commit ourselves to the highest level of professionalism through competence and continuous skills development to enhance client satisfaction.

Excellence

We shall apply knowledge for best performance, informing work by evidences and constantly evaluating our actions to understand their impact.

Accountability

We shall hold ourselves accountable openly and transparently.

I. INTRODUCTION

The Office of the Ombudsman was established by the law N° 76/2013 of 11/9/2013 determining its mission, powers, organization and functioning with the mandate of the preventing and fighting corruption and injustice. In the course of delivering to the above mandate, the Office of the Ombudsman develops a strategic plan that sets its strategic priorities and development goals with implementable actions. The last strategic plan covering the period from the 2014/2015 to 2018/2019 came to its end; hence the need for developing a new strategic plan aligned with the NST1 and the Justice Sector Strategic Plan. The new strategic plan is expected to set a strategic orientation of the Office of the Ombudsman for the upcoming 5 fiscal years from 2020-2021 to 2023-2024 fiscal years

II. MAIN STRATEGIC ISSUES AND RECOMMENDATIONS FOR THE NEW STRATEGIC PLAN

The situation analysis and the environment scan highlighted the major considerations in realigning the office of the Ombudsman operations for the next 4 years:

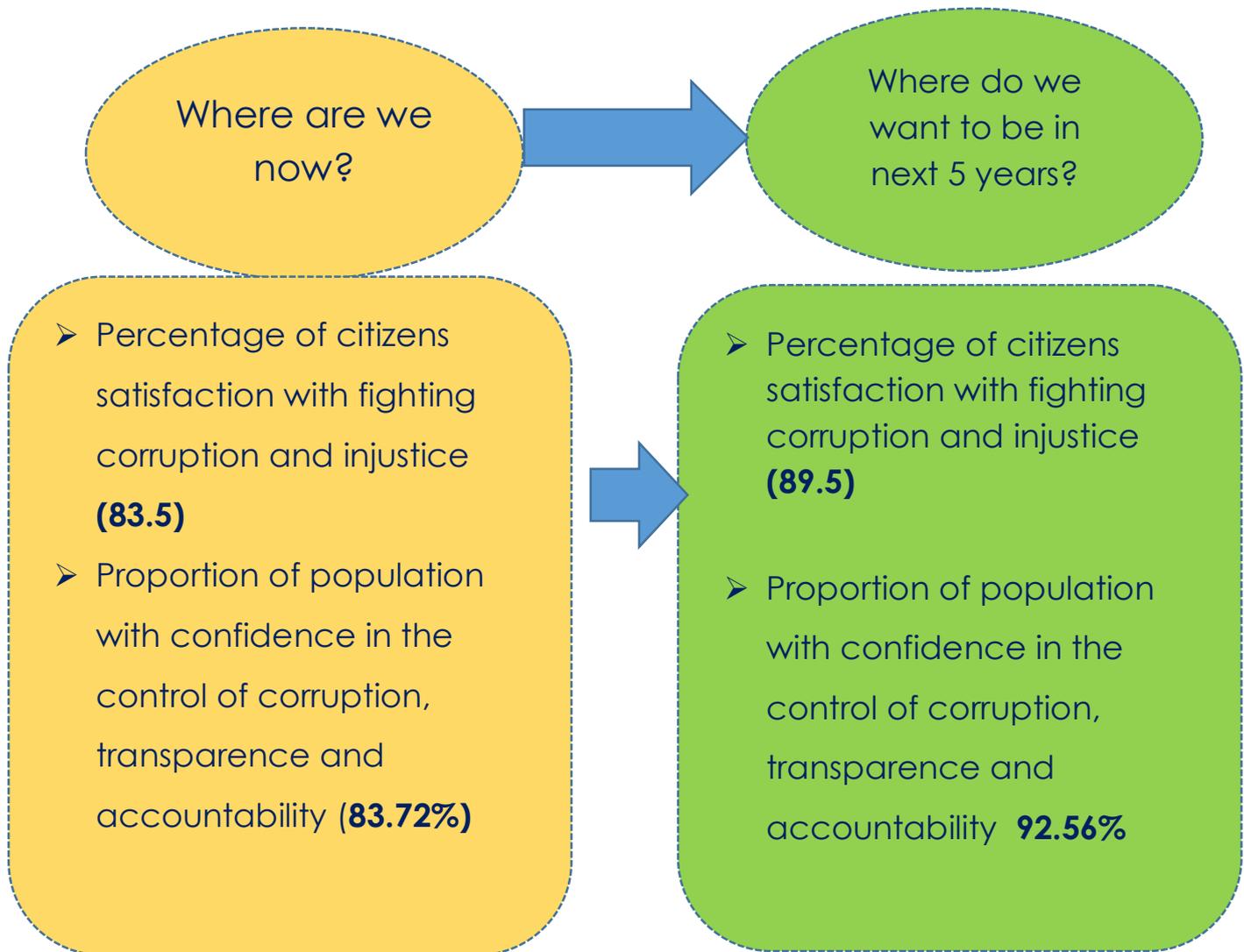
- (i)** According to the RGB Citizen Report Card, 16% of Rwandans believe that corruption still exist at a high prevalence in the Country and some institutions like the local governments have the highest score of corruption prevalence reaching 21.9%. The issue of corruption becomes more complicated due to its secret nature making it difficult to detect and investigate. This appeals for a more participatory approach to reach the NST1 target of 92.56% confidence of citizen if fighting corruption.
- (ii)** There is a great disproportion between the broad mandate of the Office of the Ombudsman and the human and financial resources allocated to it. However, the NST1 insists on strengthening the capacities of the Office of the Ombudsman in order to prevent and fight effectively against corruption. Consequently, it is necessary to strengthen the capacity of the Office of the Ombudsman in terms of personnel, adequate skills, financial and material resources, more particularly to endow it with sufficient means in order to conduct investigations and prosecute cases of corruption,

- (iii)** The structure does not reflect responsibility delineation for some Units such as the Corruption Prevention Unit where, apart from the Unit Director, all other staff are designated as “Corruption Prevention Officers” while performing at the same time education and sensitization, review of institution and assessment of Government projects as well as criminal investigation whenever necessary. This may lead to losing the sense of results and strategy focus to produce impact. In the perspective of specialization and Result Based Management (RBM) as promoted by the Government of Rwanda, it would be advisable to clarify and assign specific tasks to different staff and reflect it in structure as it is the case for other units. For the case of criminal investigation, it would be better to have one unit focusing only on criminal investigation which would support other units in cases of criminal investigations and thus building complementarity between units rather than cumulating those functions.
- (iv)** The Office of the Ombudsman is confronted to a large number of reported cases of injustice and the best way of handling them is to strengthen local mechanisms (District, Sector and Cell levels) in solving them.
- (v)** The review process in solving issues related to Court Judgment takes long time for people to get their rights. This requires all the institutions involved in the process including the Office of the Ombudsman, the Inspection of Courts and the Supreme Court to work to adopt a common strategy on how to reduce the review time and help people to recover their rights without taking long time.
- (vi)** The Office of the Ombudsman needs an appropriate exhibit management system and appropriate infrastructure.
- (vii)** There is need to conduct assessments and research to get an evidence-based opinion on the impact of different interventions of the Office of the Ombudsman and draw lessons for further improvements.

III. STRATEGY FRAMEWORK

3.1. Strategic direction

Figure: Representation quantitative de l' impact



3.2. Priority areas and strategic actions

The new strategic plan proposes the following priority areas and the corresponding strategic interventions

Table: Priority areas and corresponding strategic actions

PRIORITY AREA	STRATEGIC ACTIONS
1. Prevention of corruption and injustice	Education of and public awareness raising
Promoting good governance of public institutions and Government projects	Asset Declaration
	System review of institutions and Government Projects
	Monitoring compliance with respect to the Leadership Code of Conduct and Access to Information law
	Strengthening implementation of the National Policy and strategies to fight corruption and injustice
Law enforcement	Investigation and prosecution of corruption cases
	Resolving general cases of injustice
	Courts' judgements Review
	Courts Judgements Execution
Coordination and institutions Support	General Service

3.3. Office of the Ombudsman Strategic Plan Results' Chain

Impact: “Control of Corruption, Transparency and Accountability Improved”.

OUTCOME 1:

Incidence of corruption decreased

Output 1.1: Education of different categories of Rwandans from public, private and civil society organizations on fighting corruption and injustice strengthened

Output 1.2: Public awareness through different channels of communication raised

OUTCOME 2:

Transparency and Accountability enhanced

Output 2.1: Asset declaration strengthened

Output 2.2: System review of institutions and Government Projects improved

Output 2.3: Monitoring compliance with respect to the Leadership Code of Conduct and Access to Information law improved

Output 2.4: implementation of the National Policy and strategies to fight corruption and injustice strengthened

OUTCOME 3:

Mechanisms of fighting corruption and injustice strengthened

Output 1: Investigation and prosecution of corruption strengthened

Output 2: Resolving general cases of injustice improved

Output 3: Courts' judgements Review enhanced

Output 4: Courts' judgements Execution strengthened

OUTCOME 4:

Enhanced Institutional Capacity and coordination

Output 1: Institution coordination and public relations strengthened

Output 2: Human Resources management strengthened improved

Output 3: Data management enhanced

Output 4: Research strengthened

3.4. Key Indicators and Targets

IMPACT: “Control of Corruption, Transparency and Accountability Improved”.

Indicator	Baseline 2019-2020	Overall Target 2023- 2024
Outcome 1: Incidence of corruption decreased		
Percentage of citizens satisfaction with fighting corruption and injustice	83.5	89.5
Number of female and male attending corruption and injustice prevention training sessions from different institutions	19,527	42,828
Number of Female and Male attending corruption and injustice prevention campaigns at local level	5957	66500
Number of special week of corruption and injustice prevention campaign organized	1	4
Number of TV Talk Shows	10	40
Number of Radio Talk Shows	17	68
Number of messages communicated through Billboards	8	57
Number of Brochures produced	5000	30000
Number of issues of “Umuvunyi Magazine” published	4	16
Outcome 2: Transparency and Accountability enhanced		
Percentage officials from public institutions submitted declaration files	86.56%	92.56%
Percentage of recognized political parties submitted books of accounts.	11/11 (100%)	100%
Percentage of declaration files verified	1,645 (13.1%)	30%

Number of inspections in relation with implementation of previous years recommendations	139	350
Number of public projects assessed	68	425
Number of institutions inspected in relation with implementation of National Policy on fighting corruption	28	350
Number of institutions inspected in relation with how institutions put in place strategies to fight corruption and their implementation strengthened	19	350
Number of leaders assessed	521	1400
Number of institutions inspected in relation with access to information	4	120
Outcome 3: Mechanisms of fighting corruption and injustice strengthened		
Percentage of public fund recovered	44.3	90
Number of whistle blowers capacitated, motivated and protected		416
Percentage of corruption cases investigated versus cases reported		100%
Percentage of corruption cases prosecuted versus cases investigated		100%
Lists of convicted people published	1	1
Percentage of injustice cases resolved	3824/4468 (95%)	100%
Percentage court judgement review cases assessed	5,776/5,883 (98%)	100%
Percentage cases confirmed by Supreme Court	29/43 (67.4%)	100%
Percentage cases related Court Judgement Execution resolved	74/83= 89%	100%
Outcome 4. Enhanced Institutional Capacity and coordination		
Rate of implementation of Council meeting resolutions		100%
Rate of implementation of Management meetings resolutions		100%

Percentage of implementation of Auditor General recommendations		100%
Number of structure positions filled	78	116
Percentage of implementation of Imihigo (performance contracts)	100%	100%
Percentage services supported by automated systems		100%
Robust system for data management established	1	1
Number of assessments and researches conducted on the performance of the office of the ombudsman		5
Number of external research partnerships on matters related to the Office of the Ombudsman mission		8
Percentage of strategies and awareness tools developed based on the research findings		100%