



**OFFICE OF THE OMBUDSMAN**

**REPUBLIC OF RWANDA**

# **STRATEGIC PLAN OF THE OFFICE OF THE OMBUDSMAN FROM 2014/2015 TO 2018/2019**

**Vision: "Rwanda free of corruption and injustice"**

**Kigali, September 2014**

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## **FOREWORD**

For better delivering on its mandate and for a successful attainment of its mission, the Office of the Ombudsman deems necessary the planning of its activities periodically. In this respect, the Office of the Ombudsman developed a Five-Year Strategic Plan for the period 2009-2013 at the end of which a second Five-Year Strategic Plan to cover the period of 2014/2015 to 2018/2019 is also elaborated. This plan will serve as a guide for activities of the Office of the Ombudsman during the forthcoming five years period.

Results of evaluation of the Strategic Plan 2009 - 2013 have inspired elaboration of the present Strategic Plan. Good achievements were noted and reinforced while weaknesses were corrected. These commendable achievements are good signals of even more positive results in the future. This new Strategic Plan has been developed upon consultations with various stakeholders within the Office of the Ombudsman for not only promoting ownership but also facilitating identification of priorities.

The present Strategic Plan confirms our commitment to serve, which will be materialized by implementation of annual action plans towards rationalizing strategic plan targets. Annual action plans will describe annual activities under the strategic guidance laid down for the next five years. This document will also serve as a reference tool for consultations with various partners. We are convinced that strategic orientations and objectives must focus on results capable of impacting multiple aspects of livelihood of Rwandans with a view to contribute significantly to the well - being of the population.

Different activities planned in this strategic plan reflect our resolute determination to eradicate injustice and corruption of all forms. This will be done by taking into account multiple strategies that were defined by the National Policy on Prevention and fight against Corruption. In fact, the next five years will be used to achieve our vision: *"Rwanda free of corruption and injustice."*

We exhort all authorities and staff of the Office of the Ombudsman to provide full support for implementation of guidelines and objectives set out in this Strategic Plan as we also call upon the Office's development partners to follow the same. We hope that good collaboration with different institutions will play an important role for achieving expected results within allocated timelines.

**CYANZAYIRE Aloysie**

**Ombudsman**

## LIST OF ACCONYMS

1. DFID	:	Department For International Development
2. EDPRS II	:	Economic Development and Poverty Reduction Strategy
3. RwF	:	Rwandan Franc
4. INATEK	:	Institut d'Agriculture, de Technologie et d'Education de Kibungo
5. JRLOS	:	Justice, Reconciliation, Law & Order Sector
6. MDGs	:	Millenium Development Goals
7. n°	:	Number
8. UNDP	:	United Nations Development Program
9. RISD	:	Rwanda Initiative for Sustainable Development

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## **INTRODUCTION**

### **I.1. Overview on the Strategic Plan of the Office of the Ombudsman within Justice Sector**

The Strategic Plan of the Office of the Ombudsman 2014/2015 to 2018/2019 is aligned with key development aspirations both at international and national levels; those are namely Millennium Development Goals (MDGs), Vision 2020, second phase of the Economic Development and Poverty Reduction Strategy (EDPRS II) and the sector policy on access to justice.

Planned activities reflect the mission of the Office of the Ombudsman which is to strengthen good governance in public and private institutions. In addition, proposed actions have taken into consideration expected results per each area of intervention of the Office of the Ombudsman.

The major objective of this strategic plan 2014/2015 to 2018/2019 is to contribute to strengthening good governance at all levels of administration in Rwanda, both in public and private sectors. It focuses on major areas of intervention of the Office of the Ombudsman, namely (1) prevention, fight against corruption and related offences, (2) prevention and fight against injustice, (3) monitoring compliance over assets declaration by concerned people, (4) monitoring of implementation of legal provisions related to prohibitions and incompatibilities for the leadership, and (5) enhancing the Office's capacity for effective financial and administrative management.

This strategic plan has been developed by taking into account lessons learnt from implementation of the previous strategic plan for the past five years 2009 – 2013; and this helped to examine challenges encountered and solutions adopted to overcome them.

### **I.2. Methodology used to develop this strategic plan**

The methodology for designing and developing this strategic plan followed the following steps:

- Review of available documents, including the Strategic Plan 2009- 2013, annual action plans for last five years, various annual activity reports of the Office of the Ombudsman, laws and regulations governing the organization and functioning of Office of the Ombudsman as well as other various documents and books published by the Office of the Ombudsman.
- Interviews with authorities and staff of the Office of the Ombudsman as well as some of its partners. In fact, technical meetings and sessions were organized to discuss deeply and exchange ideas on best ways of developing this Strategic Plan and its content.

- Brief evaluation on implementation of the Strategic Plan 2009-2013
- Identification of priorities of the Office of the Ombudsman for the Strategic Plan 2014/2015 to 2018/2019 in close collaboration with Office's units/services.

## **II. OVERVIEW ON THE OFFICE OF THE OMBUDSMAN**

### **II.1. Mission and Vision of the Office of the Ombudsman**

#### **II.1.1. Mission**

Leading the fight against corruption through public education, prevention and law enforcement

#### **II.1.2. Vision**

Rwanda free of corruption and injustice.

#### **II.1.3. Values of the Office of the Ombudsman**

The following values govern intervention of the Office of the Ombudsman through performance of its activities and services to the public:

- ✚ Integrity,
- ✚ Accountability,
- ✚ Excellence and
- ✚ Professionalism.

### **II.2. Legal framework and responsibilities of the Office of the Ombudsman**

The Office of the Ombudsman is an independent public institution established in 2003 by the Constitution of the Republic of Rwanda of June 4, 2003 as amended to date, in its article 182. Its organization and functioning are governed by law No 76/2013 of 09/11/2013 determining the mission, powers, organization and functioning of the Office the Ombudsman. The Office of the Ombudsman became operational since 2004.

The Office of the Ombudsman is entrusted with responsibilities outlined by Law No 76/2013 of 11/09/2013 in order to reinforce good governance both in public and private institutions.

These responsibilities extend the scope and relevance of intervention of the Office of the Ombudsman, in line with harmonious development of Rwanda.

### **II.3. Organization of the Office of the Ombudsman**

The Office of the Ombudsman is composed of the Ombudsman, two Deputy Ombudsmen including one in charge of preventing and fighting injustice and another in charge of preventing and fighting corruption and related offences. The Office has also a Permanent Secretariat which is composed of the Office of Permanent Secretary and following seven Units:

- ✦ Declaration of assets Unit;
- ✦ Monitoring of interdictions and incompatibilities of senior officials Unit;
- ✦ Preventing and fighting injustice Unit;
- ✦ Corruption and related offences Prevention Unit;
- ✦ Courts Judgement Review Unit
- ✦ Special Investigation on corruption Unit
- ✦ Administration and Finance Unit;

### **II.4. Key partners of the Office of the Ombudsman**

Currently there are two categories of key partners of the Office of the Ombudsman, namely technical partners and financial partners. The following table indicates those partners, areas of their intervention or partnership:

**Table 1: Partners of the Office of the Ombudsman:**

PARTNERS PROVIDING TECHNICAL SUPPORT <sup>1</sup>		PARTNERS PROVIDING FINANCIAL SUPPORT		
Partner	Area of intervention	Partner	Area of intervention	Budget for last 5 years : 2009 - 2013 (RWF)
<p>The National Advisory Council for the fight against corruption and injustice is composed by:</p> <ul style="list-style-type: none"> <li>- Ministry responsible for Local Government</li> <li>- Ministry of Justice</li> <li>- Ministry responsible for internal security</li> <li>- Supreme Court</li> <li>- National Public Prosecution Authority</li> <li>- Rwanda National Police</li> <li>- National Intelligence and Security Service</li> <li>- Rwanda Public Procurement Authority ;</li> <li>- Office of Auditor General of State Finances</li> <li>- Private Sector Federation</li> <li>- Civil Society Platform</li> </ul>	<p>They compose a Council that serve as a consultative forum on strategies for prevention and fight against corruption. This partnership also facilitates the implementation of the national policy to fight against corruption. The Office of the Ombudsman provides the Secretariat</p>	GoR	Budget in general	7,647,397,118
Transparency International Rwanda	This non-governmental organization collaborates with the Office of the Ombudsman especially on detecting and managing cases of injustice and corruption			
RISD	It is a partner of the Office of the Ombudsman on the issues of land proprietorship			
High Learning Institutions and secondary schools	These institutions cooperate with the Office of the Ombudsman in mobilization of			

<sup>1</sup>These are partners of the Office of the Ombudsman with regard to its core mandate (civil society, Government institutions, private entities, individuals, international organizations, Embassies, etc.).

	the population through anti-corruption clubs			
Civil Society	This Civil Society collaborates with the Office of the Ombudsman to increase awareness and mobilization of the population			
Regional and International Organisations	These organizations have close collaboration with the Office of the Ombudsman for implementation of policies, programs and strategies for prevention and fight against corruption			

## II.5. Evaluation of the Strategic Plan of the Office of the Ombudsman 2009 - 2013

### II.5.1. Overview

Evaluation of the Strategic Plan 2009 to 2013 revealed that the results achieved are significant, even though some challenges and weaknesses were also noticed. It is worth noting that positive achievements will support on-going efforts to improve the Office's capacity to serve the population effectively. Also, weaknesses must be corrected to avoid slowing progress towards the achievement of strategic objectives.

Meriting mentioning is that, the table - below indicates major achievements only; it outlines performed activities without going into details. It should also be noted that some of these activities were not planned since they resulted from social and political requirements of the country. To accomplish those activities, the Office's authorities and staff progressively adapted their works accordingly.

**Table 2: Evaluation of implementation of strategic plan 2009-2013:**

STRATEGIC OBJECTIVE 1: PUBLIC AWARENESS FOR FIGHTING CORRUPTION AND INJUSTICE		
IMPACT 1: MINDSET OF CITIZENS ON CORRUPTION AND INJUSTICE CHANGED		
PLANNED ACTIVITIES	EXPECTED RESULTS	ACHIEVEMENTS/BASELINE FOR 5 COMING YEARS
<p><b>Activity 1:</b> Raise awareness and educate the public to report corruption and injustice cases</p>	<p>Different categories of the population are sensitized:</p> <ul style="list-style-type: none"> <li>- Citizens in cells, sectors, and Districts</li> <li>- Local authorities and Opinion Leaders</li> <li>- Public Servants</li> <li>- Authorities and staff of private institutions;</li> <li>- Students and teachers in secondary schools</li> <li>- Students and teachers of higher learning institutions</li> <li>- Semi-public institutions</li> <li>- Civil society</li> <li>- NGOs.</li> </ul>	<ul style="list-style-type: none"> <li>-Modules developed</li> <li>-Awareness focused on different categories of the population</li> </ul> <p><b>Recommendation:</b> Strengthen training of opinion leaders, especially : - District Authorities and staff -Authorities and staff of private companies</p>
<p><b>Activity 2:</b> Develop and print training modules for different categories of the population</p>	<p>Modules in three main areas:</p> <ul style="list-style-type: none"> <li>- Law n° 43/2013 of 16/06/2013 governing land in Rwanda</li> <li>- Law n° 22/99 of 12/11/1999 to supplement book I of the civil code and to institute part five regarding matrimonial regimes, Liberalities and successions</li> <li>- Law n° 30/2013 of 25/05/2013 establishing the Code of Criminal Procedure in Rwanda and Law n° 21/2012 of 14/06/2012 relating to the civil, commercial, labour and administrative procedure and enforcement of Judgments</li> </ul>	<p>-The modules were developed and produced but they must be updated</p> <p><b>Recommendation:</b> - Develop modules on three laws and prepare training; - Improve ways of awareness</p>
<p><b>Activity 3:</b> Establish internet cafes to enable the public easy reporting of cases of injustice and corruption</p>	<p>30 internet cafes (1 per district)</p>	<p>6 internet cafes were established</p> <p><b>Recommendation:</b></p>

<p><b>Activity 4:</b> Strengthen anti-corruption Clubs</p>	<p>-Clubs in secondary schools and in higher education institutions - Club off-school youth at Sector level and Clubs for youth organizations</p>	<p>Strengthen internet cafes in place and make them profit making 77 Clubs in 13 Districts created <b>Recommendation:</b> Strengthen existing clubs and creation of other clubs in 17 remaining Districts</p>
<p><b>IMPACT 2: THE PUBLIC IS INFORMED AND AWARE OF THE FIGHT AGAINST AND PREVENTION OF CORRUPTION AND INJUSTICE</b></p>		
<p><b>PLANNED ACTIVITIES</b></p>	<p><b>EXPECTED RESULTS</b></p>	<p><b>ACHIEVEMENTS/BASELINE FOR 5 COMING YEARS</b></p>
<p><b>Activity 1:</b> Publication of the Journal "UMUVUNYI Magazine" and use the Media</p>	<p>-Journal "UMUVUNYI" published quarterly - Publication of articles in different mass medias and on the website of the Office - Production of Documentary Film</p>	<p>-3,000 copies of the Journal Umuvunyi were produced each quarter; -A radio or television program broadcast was held each month; - An article was published in another journal each month. The anti-corruption week has been organized every year since 2007 <b>Recommendation:</b> It is necessary to continue organizing this week once a year</p>
<p><b>Activity 2:</b> Prepare and organize activities of the anti-corruption week</p>	<p>Organize activities of the anti-corruption week once a year</p>	<p>-176 billboard installed <b>Recommendation:</b> -It is necessary to maintain the existing billboards</p>
<p><b>Activity 3:</b> Produce and install billboard mobilizing people to fight against corruption</p>	<p>The number of billboard to be installed has not been indicated</p>	<p>-176 billboard installed <b>Recommendation:</b> -It is necessary to maintain the existing billboards</p>
<p><b>STRATEGIC OBJECTIVE 2: RECEIVE AND CONDUCT INVESTIGATIONS ON CASES OF CORRUPTION AND INJUSTICE, ON CASES OF VIOLATIONS OF THE OBLIGATION OF ASSETS DECLARATION AND ON CASES OF DISRESPECT OF LEADERSHIP CODE OF CONDUCT</b></p>		
<p><b>IMPACT 3 : COMPLAINTS OF INJUSTICE RECEIVED ARE RESOLVED ON TIME</b></p>		
<p><b>PLANNED ACTIVITIES</b></p>	<p><b>EXPECTED RESULTS</b></p>	<p><b>ACHIEVEMENTS/BASELINE FOR 5 COMING YEARS</b></p>
<p><b>Activity 1:</b> Receive and resolve complaints of injustice received by the Office of the Ombudsman</p>	<p>All complaints of injustice received via phone, electronic mail (e-mails) are processed and closed</p>	<p>Complaints of injustice received during 4 years : 20,771 Complaints of injustice treated during 4 years : 16,807 On average, each year the Office of the Ombudsman has</p>

<p><b>Activity 2:</b> Conduct investigations over injustice complaints of the population</p>	<p>All injustice complaints requiring investigation are processed and closed</p>	<p>handled 5,193 complaints related to injustice</p> <p>Several investigations were initiated through different ways, either as regards complaints of injustice committed against the population or about corruption cases</p>
<p><b>IMPACT4: INVESTIGATIONS ON CASES OF CORRUPTION ARE CONDUCTED</b></p>		
<p><b>PLANNED ACTIVITIES</b></p>	<p><b>EXPECTED RESULTS</b></p>	<p><b>ACHIEVEMENTS/BASELINE FOR 5 COMING YEARS</b></p>
<p><b>Activity 1:</b> Investigate all corruption related cases received</p>	<ul style="list-style-type: none"> <li>-A focal point in each organization</li> <li>- the investigation system enhanced</li> <li>- Draft law on protection of witnesses in corruption related cases</li> </ul>	<ul style="list-style-type: none"> <li>-Corruption cases received : 453</li> <li>-During 4 years investigations were conducted on 334 cases</li> <li>- On average, 113 cases per year are investigated</li> </ul> <p><b>Recommendation :</b> Drafting a law on protection of witnesses, experts and victims in corruption related cases</p>
<p><b>Activity 2:</b> Ensure good functioning of the National Advisory Council for the Fight against Corruption and Injustice both at National and District level</p>	<p>The Advisory Council for the fight against corruption and injustice are operational at national level and at the level of decentralized entities</p>	<p>Several meetings of the Council were held not only for consultation on strategies on prevention and fight against corruption but also for exchanging ideas on implementation strategies of the national policy to fight against corruption.</p> <p><b>Recommendation:</b> It is necessary to ensure regular coordination of the functioning of these Councils at District level</p>
<p><b>Activity 3:</b> Publish lists of people convicted of corruption</p>	<p>Lists of people convicted of corruption published</p>	<ul style="list-style-type: none"> <li>-Lists published each quarter since 2011</li> <li>- Lists are always available quarterly</li> </ul>
<p><b>Activity 4:</b> Conduct research on corruption</p>	<ul style="list-style-type: none"> <li>- Study and investigation on the levels and forms of corruption</li> <li>- Research on implementation of programs and policies of Government</li> </ul>	<p>Planned studies and research were not fully achieved as expected</p> <p><b>Recommendation:</b> Research should be conducted and published about the situation of corruption</p>
<p><b>IMPACT 5: APPROPRIATE MEASURES ARE TAKEN FOR A PROPER FOLLOW UP ON ASSETS DECLARATIONS</b></p>		
<p><b>PLANNED ACTIVITIES</b></p>	<p><b>EXPECTED RESULTS</b></p>	<p><b>ACHIEVEMENTS/BASELINE FOR 5 COMING YEARS</b></p>
<p><b>Activity 1:</b> Establish effective</p>	<p>-put in place a system that facilitate the</p>	<p>- Declaration of assets received from concerned people in</p>

system for declaration of assets	declaration -The electronic reporting system is operational	the past 4 years: 36,687 (2009-2013) On average 7,337 files are received each year
<b>Activity 2:</b> Verification of assets declared	-Verification mechanisms are strengthened -The personnel in charge of audits is trained -Sanctions for violators are proposed -Investigations are initiated when considered necessary	- Verifications: 4,000 cases - Investigations: 33 cases - Proposed sanctions : 274 people  <b>Recommendation:</b> The number of people whose assets are verified is still lower compared to the number of assets declaration received. It will be necessary to mobilize sufficient human resources to ensure the largest possible number of people whose assets are verified.
<b>STRATEGIC OBJECTIVE 3: STRENGTHENING GOVERNANCE</b>		
<b>IMPACT 6: MONITORING OF THE LEADERSHIP CODE OF CONDUCT IS ENSURED</b>		
<b>PLANNED ACTIVITIES</b>	<b>EXPECTED RESULTS</b>	<b>ACHIEVEMENTS/BASELINE FOR 5 COMING YEARS</b>
<b>Activity 1:</b> Dissemination of Organic Law n°11/2013/OL of 11/09/2013 modifying and complementing the Organic Law n° 61/2008 of 10/09/2008 on the leadership code of conduct	-Training Module for the awareness of the Law No.61/2008of 10/09/2008 on leadership code of conduct - Training sessions - Monitoring compliance with the code of conduct	- 2,000 leaflets distributed and articles published in the Journal UМУVUNYI Nos15&16 -Training courses were organized  <b>Recommendation :</b> In the future, there is a need to prepare and organize training modules meant for different categories of the population
<b>Activity 2:</b> Conduct inspections over compliance of the prohibitions and incompatibilities to high authorities	- Put in place a system to ease collection of information on cases related to non-compliance of prohibition and incompatibilities for high authorities -Investigations are made if necessary -Sanctions are inflicted in case of violation of code of conduct	Many activities have been done including the following: -improvement of the procedure of collecting information on cases of prohibition or incompatibilities, -training organized for the State high authorities, -examined files for which inspection or investigation were made, etc.
<b>Activity 3:</b> Conduct audits of public and private institutions	audit on operations conducted in public and private institutions	- Audits conducted: 87 public institutions; 17 private organizations and Civil Society; 31 programs and projects

<b>STRATEGIC OBJECTIVE 4: BUILDING CAPACITY OF STAFF OF THE OFFICE OF THE OMBUDSMAN TO ACHIEVE ITS OBJECTIVES</b>		
<b>IMPACT 7 : PROPER MANAGEMENT OF HUMAN RESOURCES AND EQUIPMENT ENSURED</b>		
<b>PLANNED ACTIVITIES</b>	<b>EXPECTED RESULTS</b>	<b>ACHIEVEMENTS/BASELINE FOR 5 COMING YEARS</b>
<b>Activity 1:</b> Strengthen the capacity of staff of the Office of the Ombudsman.	<ul style="list-style-type: none"> <li>- Training needs assessment</li> <li>- Strategies and capacity building plan for staff</li> <li>- Implementation of training plan</li> </ul>	Some courses have been organized but there is need for capacity building plan
<b>Activity 2:</b> Ensure proper management of internal resources	<ul style="list-style-type: none"> <li>- Respect rules on budget management</li> <li>- Compliance with public procurement procedures</li> <li>- Purchase and maintenance of modern equipment</li> <li>- effective human resource management</li> </ul>	<p>Budget received in four years: 7,553, 059,212 Rwf</p> <p>Average annual budget 1,888,264,803 Rwf</p>
<b>Activity 3:</b> Cooperation with national and international organizations	<ul style="list-style-type: none"> <li>- Cooperation with national agencies having the fight against corruption among their attributions enhanced</li> <li>- Cooperation with other countries especially in the East African Region developed.</li> </ul>	<p>Participation to international conferences</p> <p>The cooperation agreements were signed between the Office of the Ombudsman and national and international bodies operating in the field of the fight against and prevention of injustice and corruption</p>

**Recommendation :**  
Each year the average of audit per institutions should amount to:  
5 public institutions  
2 private organizations and Civil Society  
1 programs and projects

## II.5.2. Overview on financial management of the Office of the Ombudsman from 2009 to 2013

**Table 3: Summary of status of financial management from 2009 to 2013**

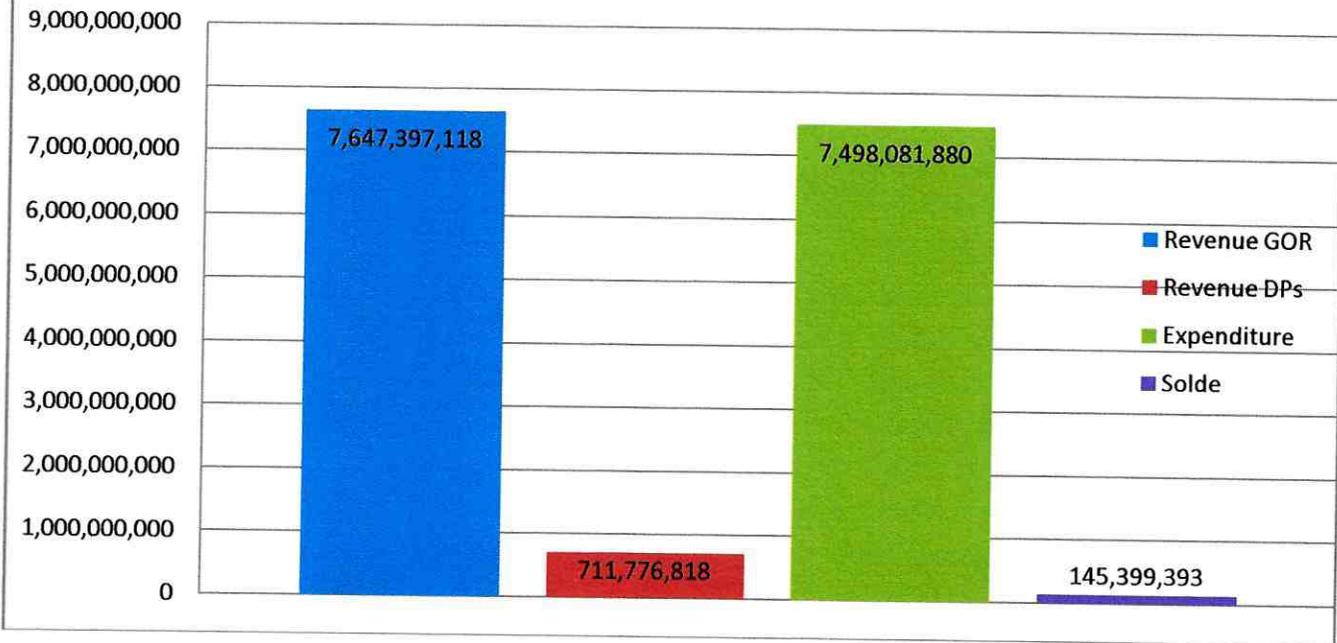
<b>A. SOURCE</b>	<b>AMOUNT IN RWANDAN FRANCS</b>
<b>1. LIQUIDITY (BALANCE) on June 30, 2013</b>	
<b>Money at bank</b>	<b>145,399,393</b>
<b>2. BUDGET RECEIVED 2009 – 2013 FROM GOR</b>	<b>7,647,397,118</b>
2.1. Budget January to June 2009 (Muni Budget)	320,649,417
2.2. Budget for fiscal year 2009-2010	939,844,364
2.3. Budget for fiscal year 2010-2011	2,041,627,445
2.4. Budget for fiscal year 2011-2012	2,444,597,151
2.5. Budget for fiscal year 2012-2013	1,900,678,741
<b>FUNDS FROM DEVELOPMENT PARTNERS ( UNDP &amp; DFID) 2009 – 2013</b>	<b>711,776,818</b>
2.6. Funds from UNDP / DFID, January 2009 to June 2010	458,353,706
2.7. Funds from UNDP / DFID, July 2010 to June 2011	248,371,122
2.8. Funds from UNDP / DFID, July 2011 to June 2012	5,051,990
2.9. Funds from UNDP / DFID, July 2012 to June 2013	0
<b>TOTAL AMOUNT ALLOCATED TO OFFICE OF THE OMBUDSMAN BY DEVELOPMENT PARTNERS</b>	<b>8,359,173,936</b>
<b>B. EXPENSES INCURRED BY THE OFFICE OF THE OMBUDSMAN FROM JANUARY 2009 TO JUNE 2013</b>	<b>7,498,081,880</b>
B.1. Staff salaries	2,558,811,092
B.2. Programs and activities as well as the daily operations of the Office of the Ombudsman	4,939,270,788

### Note:

The balance at the end of 2012-2013 fiscal year is 145,399,393 RfW worth of 8% of the total annual budget of RfW 1,900,678,741. This means that the used budget amounts to RfW 1,755,279,348 representing 92% of the budget.

From 2009 to 2013, ordinary budget amounted to RfW 7,647,397,118 while funding from UNDP/DFID totalled amount of RfW 711,776,818. Expenses incurred during the period 2009 – 2013 amount to RfW 7,498,081,880 and the balance at the end of fiscal year 2012 to 2013 is 145,399,393RwF as expounded by the graph below:

# Overview on financial management



### III. ANALYSIS OF INTERNAL AND EXTERNAL FACTORS THAT AFFECT THE FUNCTIONING OF THE OFFICE OF THE OMBUDSMAN

The following table indicates results of the analysis of strengths; weaknesses; opportunities and threats (SWOT) in the functioning of the Office of the Ombudsman:

**Table 4: SWOT Analysis**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
Constitutional Organ	Insufficient use of opportunities offered by ICT	Political will to eradicate corruption and injustice in Rwanda and to reinforce good governance at all levels	Persistent reluctance on the side of the people to denounce cases of corruption and injustice
Submission and presentation of annual report to Parliament and taking into account related recommendations	Manual Procedures Manual not adjusted to current organization and functioning of the Office of the Ombudsman	The role of the Office of the Ombudsman as regards the fight against corruption and related offenses and injustice, well known by the population	Ignorance by the people of their rights and lack of information about competent institutions to settle their cases in case of violation
Legal framework which gives the Office of the Ombudsman a clear mandate and considerable powers in the country	Insufficient human resources especially high qualified Investigators	Important role of the mission and functions of the Office of the Ombudsman in the daily life of the population	Delays or negligence of some authorities in the management and in solving complaints from the public
Powers of judicial police of the Office of the Ombudsman	-	Taking into account recommendations produced by reports of the Office of the Ombudsman	Non-satisfaction by the population about solutions given by the Office of the Ombudsman on complaints raised by the population
Qualified, experienced and committed personnel	Shortage of infrastructure	Good relationships between the Office of the Ombudsman and decentralized entities and other public and private institutions	Legal assistance to vulnerable people not yet systematic
Good managerial leadership that creates a teamwork spirit	Permanent financial resources funded by the State	Developed Information and communication tools	Deficiency of infrastructures
			Delays of some institutions in implementation of the recommendations of the Office of the Ombudsman

## **IV. STRATEGIC ORIENTATION OF THE OFFICE OF THE OMBUDSMAN FROM 2014/2015 TO 2018/2019**

### **IV.1. Alignment of the strategic plan of the Office of the Ombudsman 2014/2015 to 2018/2019 with National and International policies**

In planning its activities, the Office of the Ombudsman takes into consideration international development strategies and national policies adopted by the Government towards meeting its responsibilities which are to promote good governance in public and private institutions through prevention and fight against injustice and corruption in all its forms. Also, the planning of the Office of the Ombudsman 2014/2015 to 2018/2019 takes into account the Millennium Development Goals (MDGs), Vision 2020, EDPRS II, Justice Sector Strategy (JRLOS) and the Seven Years Government Program (2011-2017).

#### **IV.1.1. Millennium Development Goals (MDGs)**

The Millennium Development Goals (MDGs) are an important reference tool and a guide for promoting economic, social and cultural rights of citizens. It is in this context that the Office of the Ombudsman receives and examines complaints related to activities of Government authorities, public and private institution in the framework of complaints of injustice or cases corruption.

Besides, the Office of the Ombudsman ensures coordination of the National Advisory Council for the fight against injustice and corruption and related offenses and serves as a mediator between citizens, public and private institutions.

#### **IV.1.2. Rwanda Vision 2020**

The Office of the Ombudsman's mission falls under the first pillar of Vision 2020 related to establishment of good governance for a State characterized by respect and protection of all citizens' rights without any form of discrimination. The Office strives to achieve this mission through the prevention and fight against corruption and injustice.

In light of the above, the Office of the Ombudsman will collaborate with sector institutions to put in place measures meant for fighting against injustice and corruption. In addition, it will contribute to strengthening mechanisms of legal aid to promote access to justice for all.

#### **IV.1.3. EDPRS II**

In the framework of EDPRS II, activities of the Office of the Ombudsman will focus on promoting liaison between citizens and public or private institutions. In line with its mandate, the Office will play a leading role, so that the population is actively involved in the governance of the country and in taking decisions that affect the country in general.

The Office will also play a role in urging authorities to keep accountability for their undertakings in regard to population especially on implementation of plans made by involving the population.

#### **IV.1.4. Seven-year program (2011 - 2017) of the Government**

In line with implementation of the seven-year program of Government, the Office of the Ombudsman will ensure the respect of principles of good governance in public and private sector institutions. It will also carry out various activities and put in place strategies for prevention and fight against injustice and corruption. In the same way it will also ensure that every citizen enjoys his/her rights safely.

#### **IV.1.5. Sector Policy: The Justice Sector "JRLOS"**

The Office of the Ombudsman is part of the Justice Sector and contributes to the promotion of justice and sustainable peace through fighting against corruption and injustice. It also plays an important role in protecting citizens' rights.

Furthermore the Office of the Ombudsman receives and handles individual or collective complaints related to corruption and injustice involving public servants and private institutions.

#### **IV.1.6. National Policy for fight against corruption**

The National Policy for fight against corruption confirms the Government of Rwanda's political will for the prevention and fight against corruption in line with vision 2020. This policy states long term objectives in regard to serving the population with all honesty and transparency in accordance with the laws.

Implementation of the National Policy for fight against corruption and various activities thereto related fall under responsibilities of several public institutions. Among those, the Office is the leading institution for the fight against corruption and injustice. The above mentioned Office of the Ombudsman is independent as provided for by the Constitution of the Republic of Rwanda. The Office of the Ombudsman has a wider mandate concerning the fight against corruption.

### **IV.2. Objectives of the Strategic Plan of the Office of the Ombudsman 2014/2015 to 2018/2019**

#### **IV.2.1. Overall objective**

The overall objective of the Strategic Plan 2014/2015 to 2018/2019 is to promote good governance by strengthening the rule of law, transparency, integrity and accountability.

This objective will be materialized by different activities of prevention and fight against corruption and injustice.

#### **IV.2.2. Specific Objectives**

The logical framework of the strategic plan of the Office of the Ombudsman 2014/2015 to 2018/2019 shows for each specific objective, expected results and the efforts to undertake for its execution. It also indicates the responsible key player for executing each activity and all actions to be undertaken to achieve expected results. Performance indicators for each activity are also presented.

Receiving and analysing all assets declarations done by authorities and staff defined by the law  
Coordination of activities of the Office of the Ombudsman.

##### **a. Specific objective 1:**

Raising awareness of the population for the prevention of injustice and fight against corruption.

##### **b. Specific objective 2:**

Adopting of the most appropriate strategies to fight against any form of injustice.

##### **c. Specific Objective 3:**

Strengthening mechanisms of prevention and fight against corruption.

##### **d. Specific objective 4:**

Improving strategies for monitoring the compliance with the leadership code of conduct of the authorities of public institutions.

##### **e. Specific objective 5:**

Receive and analyse all assets declarations submitted by authorities and staff specified by law.

##### **f. Specific Objective 6:**

Capacity development for the Office of the Ombudsman and operationalization of all the services of the Office.

### IV.3. Impacts and expected results

#### IV.3.1. General Impact of the strategic plan

The Strategic Plan of the Office of the Ombudsman from 2014/2015 to 2018/2019 will strengthen the rule of law and good governance in Rwanda through prevention of and fight against all forms of injustice and corruption.

Specifically, impacts in relation to expected results are defined by detailed activities outlined in the following pages.

#### IV.3.2. Strategic themes

The following table shows various strategic themes of this strategic plan, taking into account different specific objectives above defined:

**Table n° 5: Strategic themes and specific objectives**

N°	STRATEGIC THEMES	SPECIFIC OBJECTIVES
1.	Awareness and mobilization of the population	Raising awareness of the population for the prevention of injustice and fight against corruption
2.	Reduction and eradication of corruption and injustice	Adopting of the most appropriate strategies to fight against any form of injustice
		Strengthening mechanisms for preventing and fighting against corruption
3.	Monitoring of the implementation and respect of the leadership code of conduct and principles of good governance by the authorities of public institutions	Improving strategies for monitoring the compliance with the Leadership code of conduct of the authorities of public institutions
		Receiving and analysing all assets declarations done by authorities and staff defined by the law
4.	Operationalization of the institutional and regulatory framework of the Office of the Ombudsman	Coordination of activities of the Office of the Ombudsman

#### IV.3.3. Outcomes, outputs and strategies

The following table presents specific objectives in summary with expected results on each objective in a precise manner:

**Table 6: Specific objectives, impacts, strategies and expected results**

N°	SPECIFIC OBJECTIVES	OUTCOMES	OUTPUTS	STRATEGIES
1.	Raising awareness of the population for the prevention of injustice and fight against corruption	The mind-set of the population changes and the population is actively engaged in the fight against injustice and corruption	The population is sensitized and mobilized for the prevention against injustice and corruption	Seek media support and tools that attract the most people at once Meet different categories of population in the same place and at the same time
2.	Adopting the most appropriate strategies to fight against any form of injustice	All complaints of injustice of injustice are reported and known, sanctions are proposed against those who are required to settle cases and victims are rehabilitated into their rights	Complaints of injustice are reduced in the country	Accelerating the management process of complaints of the population locally in districts Use of modern technologies of information and communication for confidential denunciation and management of injustice cases Taking measures and ensure their implementation to address and end all situations stained by injustice
3.	Strengthening mechanisms for preventing and fighting against corruption	National anti corruption policy is implemented, all cases involving corruption are reported and sanctions are proposed against all people involved	Corruption cases are identified and investigated	Strict monitoring on reported cases of corruption in order to ensure proper sanctioning against all involved people Follow up closely all initiatives and activities to prevent and combat corruption and publication of reports on all achievements related to prevention and fighting corruption Conduct possible actions to prevent corruption
4.	Improving strategies for monitoring the compliance with the Leadership code of conduct of the authorities of public institutions	The leadership code of conduct is implemented and respected	Behaviour of Authorities in public institutions respects their code of conduct, laws on access to information are implemented and public institutions perform correctly their duties	Mobilize the authorities of public services to respect their leadership code of conduct Conduct possible actions to prevent corruption

<p><b>5.</b> Receiving and analysing all assets declarations done by authorities and staff defined by the law</p>	<p>Authorities and staff defined by law declare regularly their assets and cases of illicit enrichment are identified</p>	<p>Assets are declared, verifications made, and illicit enrichment are lodged to court</p>	<p>Strategy: Sensitize authorities and staff defined by the law to declare regularly their assets</p>
<p><b>6.</b> Coordination of activities of the Office of the Ombudsman</p>	<p>All required means of action are put in place for effective functioning of the Office of the Ombudsman and all services operate appropriately</p>	<p>All activities of the Office of the Ombudsman are suitably coordinated</p>	<p>Make all services of the Office of the Ombudsman effectively operational in accordance with its mission Developing capacity of the Office of the Ombudsman</p>

The following table shows planned activities in details for 2014/2015 to 2018/2019. The elucidation is made by presenting specific objectives and expected results for each specific objective.

Performance indicators are also shown for each expected result, while mentioning the baseline which serves as a reference for the definition of activities to be undertaken over the next five years. The target for the next 5 years is also distributed on each of the 5 fiscal years and the budget is indicated for each activity.

Finally, the same table highlights the responsible services for monitoring the implementation of planned activities. The responsible officials are specifically Directors of units, in accordance with their responsibilities and planned activity.

Table 7: Activities planned for 5 coming years:

1 <sup>st</sup> STRATEGIC THEME : AWARENESS AND MOBILIZATION OF THE POPULATION										
SPECIFIC OBJECTIVE I : RAISING AWARENESS OF THE POPULATION FOR THE PREVENTION OF INJUSTICE AND FIGHT AGAINST CORRUPTION										
OUTCOME : THE MIND-SET OF THE POPULATION CHANGES AND THE POPULATION IS ACTIVELY ENGAGED IN THE FIGHT AGAINST INJUSTICE AND CORRUPTION										
Output: The population is sensitized and mobilized for the prevention against injustice and corruption										
1st Strategy: Seek media support and tools that attract the most people at once										
Activity	Performance indicator	Target for 5 years	Base line	Output 2014/2015	Output 2015/2016	Output 2016/2017	Output 2017/2018	Output 2018/2019	Budget (RwF)	Responsible
1. Produce and distribute brochures and modules	Number of awareness materials produced and distributed	25,000 modules and 5,000 leaflets will be produced and distributed	Several materials have been produced and distributed to various categories of the population	5,000 modules and 1,000 brochures and 1,000 leaflets	5,000 modules and 1,000 brochures and 1,000 leaflets	5,000 modules and 1,000 brochures and 1,000 leaflets	5,000 modules and 1,000 brochures and 1,000 leaflets	5,000 modules and 1,000 brochures and 1,000 leaflets	183,929,279	Prevention corruption and related offences Unit & Preventing and fighting Injustice Unit
2. Keep talks and shows on Radios and Televisions	The talks and shows broadcasted on radios and televisions	50 broadcastings will be organized on Radios and Televisions	Many broadcastings have been organized and held on various Radios and Televisions	10 broadcastings	139,748,526	Public relations and communication officer				
3. Organize a competition for different categories of	The number of competitions organized	5 competitions will be organized	-	1 competition						

the population active in mobilizing against corruption																					
4. Prepare and organize sketches and videos for mobilizing the population	The number of sketches videos which will be produced	4 Sketches videos will be produced	-	-	1 sketch video	1 sketch video	1 sketch video	1 sketch video	8 articles												
5. Publish articles in selected news papers	Articles published in selected news papers	40 articles will be published in different news papers	Several articles have been published in various news papers	8 articles	8 articles	8 articles	8 articles	8 articles	8 articles	8 articles	8 articles	8 articles	8 articles	8 articles	8 articles	8 articles	8 articles	8 articles	8 articles		
6. Change messages on billboards already installed for fighting against corruption and fixing new billboards	Number of message posted on billboards installed	25 new messages posted on billboards will be installed	176 billboards have been fixed	5 new messages will be posted	5 new messages will be posted	5 new messages will be posted	5 new messages will be posted	5 new messages will be posted	5 new messages will be posted	5 new messages will be posted	5 new messages will be posted	5 new messages will be posted	5 new messages will be posted	5 new messages will be posted	5 new messages will be posted	5 new messages will be posted	5 new messages will be posted	5 new messages will be posted	5 new messages will be posted	368,563,425	Prevention corruption and related offences Unit
7. Produce and publish songs and advertisements on Radios or Televisions	Number of songs and advertisements and a number of times of publication	2 songs and 10 advertisements	Different songs and spots have been published several times on several	Production of 10 advertisements	Production and publication of 1 song and 10 advertisements	Production of 10 advertisements	Production and publication of 1 song and 10 advertisements	Production of 10 advertisements	83,835,697	Communicati on and Public Relations Officer											

2 <sup>nd</sup> Strategy : Meet different categories of population in the same place and at the same time										
Activity	Performance indicator	Target for 5 years	Base line	Output 2014/2015	Output 2015/2016	Output 2016/2017	Output 2017/2018	Output 2018/2019	Budget (RwF)	Responsible
8. Organise visits in local governments to involve the public and local authorities in the settlement of complaints of the population registered by the Office of the Ombudsman (outreach)	Number of visits organized and number of complaints resolved	30 districts will be visited annually and 2,000 complaints will be resolved	The population of 150 Sectors 27 districts visited All Executive Secretaries of Sectors and Cells in 6 districts are mobilized to address complaints of the population	30 districts will be visited and 400 complaints will be settled	30 districts will be visited and 400 complaints will be settled	30 districts will be visited and 400 complaints will be settled	30 districts will be visited and 400 complaints will be settled	30 districts will be visited and 400 complaints will be settled	147,397,830	Preventing and fighting injustice Unit
9. Train staff of public institutions	Number of persons trained	10,000 Civil servants trained	-	2,000 Civil servants trained	81,337,743	Preventing and fighting injustice Unit & Prevention corruption and related offences Unit				

10. Organize training sessions for security organs	Number of persons trained	2,000 Police officers	-	400 police officers	56,843,639	Prevention corruption and related offences Unit & Preventing and fighting Injustice Unit					
11. Organize sensitization sessions for some members of private sector	Number of persons sensitized	5,000 members sensitized	Several members of private sector have been sensitized	1,000 members	43,237,124	Prevention corruption and related offences Unit, Preventing and fighting Injustice Unit & Monitoring of interdictions and incompatibilities of Senior Officials					
12. Organise anti-corruption week	Number of activities done	5 anti corruption weeks will be organized	3 times, from 2010 to 2013	Once	Once	Once	Once	Once	548,428,030	Prevention corruption and related offences Unit	

**2<sup>nd</sup> STRATEGIC THEME : REDUCTION AND ERADICATION OF CORRUPTION AND INJUSTICE**

**SPECIFIC OBJECTIVE II: ADOPTING THE MOST APPROPRIATE STRATEGIES TO FIGHT AGAINST ANY FORM OF INJUSTICE**

**OUTCOME: ALL CASES OF INJUSTICE ARE REPORTED AND KNOWN, SANCTIONS ARE PROPOSED AGAINST THOSE WHO ARE REQUIRED TO SETTLE CASES AND VICTIMS ARE REHABILITATED INTO THEIR RIGHTS**

**Output: Injustice cases are reduced in the country**

1st Strategy: Accelerating the management process of complaints of the population locally in districts										
Activity	Performance indicator	Target for 5 years	Base line	Output 2014/2015	Output 2015/2016	Output 2016/2017	Output 2017/2018	Output 2018/2019	Budget (RwF)	Responsible
13. Receive and process complaints	Percentage of complaints processed out of complaints received by the Office of the Ombudsman	80% of complaints received are finalized	20,771 complaints have been finalized	80% of complaints received during the year	251,431,807	Preventing and fighting Injustice Unit				
14. Organize visits in districts to process complaints of the population	Number of field visits and number of cases processed	150 field visits in Districts	Many field visits conducted and several cases were treated during these field visits	30 field visits (one field visit per District)	30 field visits (one field visit per District)	30 field visits (one field visit per District)	30 field visits (one field visit per District)	30 field visits (one field visit per District)	613,685,720	Preventing and fighting Injustice Unit
				80% of complaints received are settled						
2nd Strategy: Use of modern technologies of information and communication for confidential denunciation and management of cases of injustice										
15. Reinforce the Cyber Internet cafés initiated by the Office of the Ombudsman	Number of operational Internet cafés	10 Internet cafés fully operational	6 Cyber Internet cafés were initiated but only 3 are operational	1 Cyber Internet cafés reinforced	145,834,736	Preventing and fighting Injustice Unit				
3rd Strategy: Taking measures and ensure their implementation to address and end all situations stained by injustice										
16. Request	Performance indicator	Target for 5 years	Base line	Output 2014/2015	Output 2015/2016	Output 2016/2017	Output 2017/2018	Output 2018/2019	Budget (RwF)	Responsible
	Number of	All those who		100% of	137,366,553	Preventing				

disciplinary sanctions against any public official, a public institution or a private organization that has failed to resolve cases of injustice	punished persons for injustice cases on request of the Office of the Ombudsman	commit cases of injustice will be punished administratively		persons involved in injustice cases will be punished administratively	persons involved in injustice cases will be punished administratively	persons involved in injustice cases will be punished administratively	persons involved in injustice cases will be punished administratively	persons involved in injustice cases will be punished administratively		and fighting Injustice Unit
17. Receive and analyse injustice cases	Number of cases that will be brought to the Supreme Court	70% of judgments received will be analyzed	-	70% of received cases	58,390,639	Courts judgments review Unit				
18. Enforce all judgments, orders and proceedings meant for enforcement in case of failing by competent authorities	Number of judgments or acts executed on intervention of the Office of the Ombudsman	100% of received cases will be analyzed	Several judicial decisions executed	100% of received cases	96,138,399	Courts judgments review Unit				
<b>SPECIFIC OBJECTIVE III: STRENGTHENING MECHANISMS FOR PREVENTING AND FIGHTING CORRUPTION</b>										
<b>OUTCOME: NATIONAL ANTI CORRUPTION POLICY IS IMPLEMENTED, ALL CASES INVOLVING CORRUPTION ARE REPORTED AND SANCTIONS ARE PROPOSED AGAINST ALL PEOPLE INVOLVED</b>										
<b>Output : Corruption cases are identified and investigated</b>										
<b>1<sup>st</sup> Strategy: Strict monitoring on reported cases of corruption in order to ensure proper sanctioning against all involved people</b>										
Activity	Performance indicator	Target for 5 years	Base line	Output 2014/2015	Output 2015/2016	Output 2016/2017	Output 2017/2018	Output 2018/2019	Budget (RwF)	Responsible

19. Conduct investigations on cases of corruption	Number of cases investigated	90% of corruption cases identified are investigated	453 cases submitted for investigation	90% of corruption cases identified are investigated	90% of corruption cases identified are investigated	90% of corruption cases identified are investigated	90% of corruption cases identified are investigated	90% of corruption cases identified are investigated	90% of corruption cases identified are investigated	90% of corruption cases identified are investigated	90% of corruption cases identified are investigated	195,413,334	Special investigation on corruption Unit
		85% of those cases are finalized	334 cases processed by the Office of the Ombudsman or transferred to other Organs	90% of investigated cases are finalized	90% of investigated cases are finalized	90% of investigated cases are finalized	90% of investigated cases are finalized	90% of investigated cases are finalized	90% of investigated cases are finalized	90% of investigated cases are finalized	90% of investigated cases are finalized	90% of investigated cases are finalized	
20. Improve mechanisms for collecting information on corruption cases	Mechanisms for collecting information on corruption cases are improved	Corruption are identified and investigated	Several achievements have been noted in regard to identification and handling of corruption cases	Identification of all required materials and installation of networks	The required material and equipment will be obtained and installed	The mechanisms are operational and regularly maintained	-	-	121,694,239				

21. Improve the system of reporting cases of corruption	The mechanism for reporting cases of corruption is reinforced for security of the information received and safety of whistle-blowers	All information on cases of corruption will be channelled through this system and whistle-blowers of red-handed corruption cases will be protected	Several cases were handled and investigated by various communication channels (email and phone call, messages in suggestion boxes, etc.)	Whistle-blowers of red-handed corruption cases will be protected	Materials and essential equipment will be acquired and whistle-blowers of red-handed corruption cases will be protected	The system will be tested and whistle-blowers of red-handed corruption cases will be protected	The system will be operational 100% and whistle-blowers of red-handed corruption cases will be protected	All whistle-blowers of red-handed corruption cases will be protected	93,320,694	
22. Conduct a study on the effort made in preventing and fighting corruption	During the 5 <sup>th</sup> year of this strategic plan, the study will be conducted and results will be published to adopt new appropriate strategies	The results of the survey will be published and new strategies will be adopted	-	In the context of this survey, an investigation will be done about the perception of the corruption	-	-	-	The survey will be conducted and its report will be produced and published	57,634,321	

23. Conduct a study on the frequency of acceptance of corruption by sector of activity	The study will be conducted and results to compare the acceptance of corruption in different institutions	The report on this survey will be published and appropriate measures will be taken per sector of activity	-	The study will be conducted in the land sector	-	The study will be conducted on the acceptance of corruption in general	The study on the acceptance of corruption in general will be continued	The report of the study on the acceptance of corruption will be finalized and published	78,934,636	Prosecutor of the Office of the Ombudsman
24. Investigate cases of corruption	Number of cases filed	100% of selected files will be lodged into court	-	100% of identified files	100% of identified files	100% of identified files	100% of identified files	100% of identified files	78,934,636	Prosecutor of the Office of the Ombudsman
<b>2<sup>nd</sup> Strategy: Follow up closely all initiatives and activities to prevent and combat corruption and publication of reports on all achievements related to prevention and fighting corruption</b>										
25. Operationalization and profitability of anti-Clubs already in place	Performance indicator	Target for 5 years	Base line	Output 2014/2015	Output 2015/2016	Output 2016/2017	Output 2017/2018	Output 2018/2019	Budget (RWF)	Responsible
26. Reinforce the anti-corruption Clubs and create new Clubs	Number of Clubs reinforced and number of new Clubs created	15 Clubs will be initiated and 70 Clubs will be reinforced	70 Clubs does exist	Reinforce the existing anti-corruption Clubs	Reinforce the existing anti-corruption Clubs	Creation of 5 new Clubs	Creation of 5 new Clubs	Creation of 5 new Clubs		Prevention corruption and related Offences Unit
25. Operationalization and profitability of anti-Clubs already in place	Performance indicator	Target for 5 years	Base line	Output 2014/2015	Output 2015/2016	Output 2016/2017	Output 2017/2018	Output 2018/2019	Budget (RWF)	Responsible
26. Reinforce the anti-corruption Clubs and create new Clubs	Number of Clubs reinforced and number of new Clubs created	15 Clubs will be initiated and 70 Clubs will be reinforced	70 Clubs does exist	Reinforce the existing anti-corruption Clubs	Reinforce the existing anti-corruption Clubs	Creation of 5 new Clubs	Creation of 5 new Clubs	Creation of 5 new Clubs		Prevention corruption and related Offences Unit

27. Make the National Advisory Council for the Fight against Corruption more operational	Number of meetings held by concerned institutions and reports made on the implementation of resolutions	20 consultative meetings	Consultative meetings were organized	4 consultative meetings	185,225,465	Secretariat of the Advisory Council for the Fight against Corruption and Injustice				
28. Monitor the activities of the Advisory Council at the district level to harmonize strategies for action	Number of meetings held in 30 districts for monitoring	5 trainings and consultative meetings	1 meeting of members of consultative committee at district level	1 consultative meeting	26,367,637	Secretariat of the Advisory Council for the Fight against Corruption and Injustice				
29. Publish the list of persons convicted for corruption	Number of published lists	20 lists will be published	17 lists were published (4 lists per quarter)	4 reports will be published	4 lists will be published	4 lists will be published	4 lists will be published	4 lists will be published	51,321,639	Secretariat of the Advisory Council for the Fight against Corruption and Injustice
30. Follow up of the implementation of the national policy to fight against corruption	Number of reports produced	50% of the activities contained in this policy will be completed	-	50% of activities will be carried out	64,460,569	Secretariat of the Advisory Council for the Fight against Corruption and Injustice				
31. Monitor the implementation of recommendations of	Number of recommendations submitted	100% of recommendations made will be	Several recommendations of the Office	100% of recommendations will be followed	138,597,838	Monitoring Officer				

ions of the Office of the Ombudsman	monitored	Ombudsman were followed up in various government and private institutions	up for implementation	up for implementation	followed up for implementation	followed up for implementation	followed up for implementation		
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**3<sup>rd</sup> STRATEGIC THEME: MONITORING OF THE IMPLEMENTATION AND RESPECT OF THE LEADERSHIP CODE OF CONDUCT AND PRINCIPLES OF GOOD GOVERNANCE BY THE AUTHORITIES OF PUBLIC INSTITUTIONS**

**SPECIFIC OBJECTIVE IV: IMPROVING STRATEGIES FOR MONITORING THE COMPLIANCE WITH THE CODE OF CONDUCT OF THE AUTHORITIES OF PUBLIC INSTITUTIONS**

**OUTCOME : THE LEADERSHIP CODE OF CONDUCT IS IMPLEMENTED AND RESPECTED**

**Output: Behaviour of Authorities in public institutions respects their code of conduct, laws on access to information are implemented and public institutions perform correctly their duties**

**1<sup>st</sup> Strategy : Mobilize the authorities of public services to respect their leadership code of conduct**

Activity	Performance indicator	Target for 5 years	Base line	Output 2014/2015	Output 2015/2016	Output 2016/2017	Output 2017/2018	Output 2018/2019	Budget (RwF)	Responsible
32. Sensitize different categories of persons on the content of Leadership Code of Conduct and on the law relating to the access to information	Number of persons sensitized and number of awareness materials	1,000 public authorities will be trained	729 public authorities were sensitized	200 public authorities will be sensitized	200 public authorities will be sensitized	200 public authorities will be sensitized	200 public authorities will be sensitized	200 public authorities will be sensitized	62,634,037	Monitoring of interdictions and incompatibilities of Senior Officials Unit
				10 programs to Radios	Different broadcasts to Radios	2 broadcasts	2 broadcasts	2 broadcasts		
33. Follow up of the implementation of the	Number of public authorities visited	450 public authorities will be visited	329 public authorities were visited	120 public authorities will be visited	120 public authorities will be visited	70 public authorities will be visited	70 public authorities will be visited	70 public authorities will be visited	129,632,039	Monitoring of interdictions and
				20 articles will be published	2 articles published in UMUUU NYI News paper	4 articles	4 articles	4 articles		



Government	prepared		programs have been audited																
37. Audit members of the private sector and civil society	Number of entities audited	10 institutions and services will be audited	17 organizations and services of the private sector and civil society have been audited	2 Institutions and Services	2 Institutions and Services	149,093,007													
<p><b>SPECIFIC OBJECTIVE V : RECEIVING AND ANALYSING ALL ASSETS DECLARATIONS DONE BY AUTHORITIES AND STAFF DEFINED BY THE LAW</b></p> <p><b>OUTCOME: AUTHORITIES AND STAFF DEFINED BY LAW DECLARE REGULARLY THEIR ASSETS AND CASES OF ILLICIT ENRICHMENT ARE IDENTIFIED</b></p> <p><b>Output : Assets are declared, verifications made, and illicit enrichment are lodged to court</b></p> <p><b>Strategy: Sensitize authorities and staff defined by the law to declare regularly their assets</b></p>																			
Activity	Performance indicator	Target for 5 years	Base line	Output 2014/2015	Output 2015/2016	Output 2016/2017	Output 2017/2018	Output 2018/2019	Budget (RwF)	Responsible									
38. Sensitize and train concerned people	Number of sensitized	1,000 persons are sensitized	8500 persons were sensitized	200 persons are sensitized	200 persons are sensitized	200 persons are sensitized	200 persons are sensitized	200 persons are sensitized	12,734,293	Declarations of Assets Unit									
39. Receive declarations of assets done by concerned people	Number of declaration files registered	40,000 files average will be registered	36,687 files were registered during the last 4 years (2009-2013)	8,000 files average will be registered	102,421,658	Declarations of Assets Unit													
40. Receive declarations	Number of declaration	55 files from 11 political parties	11 political	11 files will be received	11,342,567	Declarations of Assets													

	of assets done by political parties legally registered in Rwanda	files registered	will be registered	parties declares regularly their assets			received	received	received	received		Unit
41.	Conduct verification for assets declaration registered	Reports of verification carried out	100% of all planned cases will be verified	4,000 files were verified	100% of all planned cases will be verified	100% of all planned cases will be verified	100% of all planned cases will be verified	100% of all planned cases will be verified	100% of all planned cases will be verified	132,624,399	Declarations of Assets Unit	
		Reports of verification carried out for political parties	100% of all received files will be verified	-	100% of all received files will be verified	100% of all received files will be verified	100% of all received files will be verified	100% of all received files will be verified				
42.	Conduct investigation on identified files	Reports of investigation conducted	50 files will be investigated and closed	33 files were investigated and reports submitted	10 files analysed and closed	10 files analysed and closed						

**4<sup>th</sup> STRATEGICTHEME : OPERATIONALIZATION OF THE INSTITUTIONAL AND REGULATORY FRAMEWORK OF THE OFFICE OF THE OMBUDSMAN**

**SPECIFIC OBJECTIVE VI : COORDINATION OF ACTIVITIES OF THE OFFICE OF THE OMBUDSMAN**

**OUTCOME: ALL REQUIRED MEANS OF ACTION ARE PUT IN PLACE FOR EFFECTIVE FUNCTIONNING OF THE OFFICE OF THE OMBUDSMAN AND ALL SERVICES OPERATE APPROPRIATELY**

**Output : All activities of the Office of the Ombudsman are suitably coordinated**

**1<sup>st</sup> Strategy: Make all services of the Office of the Ombudsman effectively operational in accordance with its mission**

Activity	Performance indicator	Target for 5 years	Base line	Output 2014/2015	Output 2015/2016	Output 2016/2017	Output 2017/2018	Output 2018/2019	Budget (RwF)	Responsible
43. Supply the Office of the Ombudsman	Percentage of goods and services supplied on time	100% of all goods and services necessary for proper functioning	90% of goods and services required	90% of goods and services	95% of goods and services	95% of goods and services	90% of goods and services	90% of goods and services	1,817,295,259	Administrati on and Finance Unit

2 <sup>nd</sup> Strategy: Developing capacity of the Office of the Ombudsman										
Activity	Performance indicator	Target for 5 years	Base line	Output 2014/2015	Output 2015/2016	Output 2016/2017	Output 2017/2018	Output 2018/2019	Budget (RWF)	Responsible
44. Management of existing software		are supplied and delivered	have been supplied and delivered on time	Management and maintaining of the software	-	Management and maintaining of the software	-	Management and maintaining of the software	102,699,296	
45. Organize training of Authorities and staff	Number of training sessions and number of trained people	25 training sessions will be organized and 80% of authorities and staff will be trained	17 Training have been organized	5 training for 20% of the staff	5 training for 20% of the staff	5 training for 15% of the staff	5 training for 15% of the staff	5 training for 10% of the staff	253,033,285	Administration and Finance Unit
46. Prepare salaries and fringe benefits	Percentage of salaries and fringe benefits for authorities and staff of the Office of the Ombudsman paid on time	100%	100%	100%	100%	100%	100%	100%	4,933,919,100	Administration and Finance Unit

## **V. IMPLEMENTATION OF STRATEGIC PLAN OF THE OFFICE OMBUDSMAN 2014/2015 TO 2018/2019**

The analysis of implementation of the Strategic Plan 2009-2013 has identified opportunities and risks that may obstruct the achievement of the Strategic Plan 2014/2015 to 2018/2019. This was also an opportunity to review and clarify mechanisms for monitoring and evaluation of this strategic plan.

### **V.1. Role of the Office of the Ombudsman**

The Office of the Ombudsman prepares annually priorities of annual action plan. Each unit is responsible for implementing activities of a program/sub- program under the coordination of the Permanent Secretariat.

### **V.2. Role of Government**

The Government will provide necessary and sufficient means for achieving planned results and implement the recommendations made by the Office of the Ombudsman.

### **V.3. Role of Parliament**

Parliament receives advice and recommendations of the Office of the Ombudsman and ensures they are reflected in passed legislation. It examines reports of the Office of the Ombudsman and through its mission controls government action, through this way it also facilitate the consideration of the recommendations made by the Office of the Ombudsman when national policies are being developed.

### **V.4. Role of partners of the Office of the Ombudsman**

Through their collaboration, national or international partners will facilitate the achievement of planned results in this Strategic Plan of the Office of the Ombudsman 2014/2015 to 2018/2019.

## **VI. MONITORING AND EVALUATION FRAMEWORK FOR TRATEGIC PLAN OF THE OFFICE OF THE OMBUDSMAN FROM 2014/2015 TO 2018/2019**

The strategic plan is a framework that shows the overall direction of the action of the Office of the Ombudsman whereby results are targeted on a 5 years period. Achieving these results will require effective communication to all responsible players at all levels in short terms. Towards this end, annual action plans of the Office of the Ombudsman and their constituting activities will play an important role. The duration of each of these action plans will be one year.

Organs in charge of monitoring have a considerable role of observing how various officials contribute to the achievement of expected results. They must ensure that efforts and expected results are well defined in action plans and respective responsibilities at different levels are clear enough. When considered necessary monitoring organs should improve formulation of the content of action plans and align them with projections of the strategic plan.

To avoid weaknesses identified in the implementation of previous strategic plan and ensure the success of the current strategic plan, it will be necessary to use:

### **VI.1. Internal meetings and consultation with partners**

For regular monitoring of the implementation of this strategic plan, different services of the Office of the Ombudsman will hold meetings. This will include meetings of the Council of Ombudsmen and those of the Permanent Secretary with Directors of Units. Staff meetings at the unit level and meetings/retreats of all staff will be organized to promote team spirit and involvement of all players in the implementation of this strategic plan. These meetings will offer a good opportunity to resolve challenges encountered by staff and will enable progress towards achieving expected results.

### **VI.2. Annual assessment**

At the end of each year, the strategic plan will be evaluated based on the annual report prepared by the planning department. The Permanent Secretary of the Office of the Ombudsman will ensure coordination of preparation of this report and the annual evaluation of the strategic plan.

### **VI.3. Mid-term evaluation**

A mid-term evaluation will serve to get an independent opinion on the progress of implementation of the strategic plan while appreciating achievements and formulating necessary recommendations based on the problems encountered during the implementation and objectives of this strategic plan.

This mid-term evaluation will also allow measuring steps taken towards the targeted objectives and will help to adapt implemented strategies in accordance with the level of achievements.

#### **VI.4. Final evaluation**

The objective of the final evaluation of the strategic plan is to assess the state of overall results by analysing main factors that contributed to the success and eventually impediments that led to poor performance. The final evaluation should also be an opportunity to compare achievements of the Office of the Ombudsman over a long period using Performance Indicators for achievements related to the mission of the Office of the Ombudsman.

This evaluation will allow adopting new measures for the success of future strategic plans. The final evaluation will be made during the first quarter of 2019/2020.

#### **VI.5. Audit**

The internal audit department will produce audit report quarterly and annually while Auditor General Office will ensure the verification of the use of funds for operations of the Office of the Ombudsman.

VI.6. Calendar for monitoring and evaluation activities

Table 8: Monitoring and evaluation activities:

Action	Responsible	Year/ Frequency															
		2014/2015				2015/2016				2016/2017				2017/2018			
1. Meeting of Ombudsman	Ombudsman																
2. Management Committee	Permanent Secretary																
3. Meetings of Units	Directors of Units																
4. Staff meeting	Permanent Secretary																
5. Preparation and execution of annual action plans	Permanent Secretary & Directors of Units																
6. Mid-term evaluation	Permanent Secretary & Directors of Units																
7. Final Evaluation	Deputy Ombudsmen & PS																
8. Meeting of partners	Permanent Secretary																



VII. MEDIUM TERM EXPENDITURE FRAMEWORK (MTEF) OF THE OFFICE OF THE OMBUDSMAN FROM 2014/2015 TO 2018/2019

The estimated budget for planned above outputs (Table 6) is brought into summary in Table 8 below. In this last summary table, the budget of each output was taken into account in line with specific objectives of the strategic plan of the Office of the Ombudsman 2014/2015 to 2018/2019.

All outputs in total for the next 5 years are also indicated as is done also for the estimated budget for each year of the period.

Table 9: MTEF from 2014/2015 to 2018/2019:

SPECIFIC OBJECTIVES	OUTPUTS	2014 - 2015	2015 - 2016	2016 - 2017	2017 - 2018	2018 - 2019	TOTAL BUDGET/5 YEARS
1. Raising awareness of the population for the prevention of injustice and fight against corruption	The population is sensitized and mobilized for the prevention against injustice and corruption	231,464,981	281,064,619	314,131,045	363,730,684	462,929,961	1,653,321,290
2. Adopting the most appropriate strategies to fight against any form of injustice	Injustice cases are reduced in the country	182,398,700	221,484,135	247,541,092	286,626,528	364,797,399	1,302,847,854
3. Strengthening mechanisms for preventing and fighting against corruption	Corruption cases are identified and investigated	191,684,896	232,760,231	260,143,788	301,219,123	383,369,793	1,369,177,831

<p><b>4.</b> Improving strategies for monitoring the compliance with the Leadership code of conduct of the authorities of public institutions</p>	<p>Behaviour of Authorities in public institutions respects their code of conduct, laws on access to information are implemented and public institutions perform correctly their duties</p>	<p>83,251,182</p>	<p>101,090,721</p>	<p>112,983,747</p>	<p>130,823,286</p>	<p>166,502,364</p>	<p><b>594,651,299</b></p>
<p><b>5.</b> Receiving and analysing all assets declarations done by authorities and staff defined by the law</p>	<p>Assets are declared, verifications made, and illicit enrichment are lodged to court</p>	<p>43,161,409</p>	<p>52,410,282</p>	<p>58,576,197</p>	<p>67,825,071</p>	<p>86,322,817</p>	<p><b>308,295,775</b></p>
<p><b>6.</b> Coordination of activities of the Office of the Ombudsman</p>	<p>All activities of the Office of the Ombudsman are suitably coordinated</p>	<p>994,972,572</p>	<p>1,208,180,980</p>	<p>1,350,319,919</p>	<p>1,563,528,327</p>	<p>1,989,945,143</p>	<p><b>7,106,946,940</b></p>
<p><b>TOTALS</b></p>		<p><b>1,726,933,738</b></p>	<p><b>2,096,990,968</b></p>	<p><b>2,343,695,788</b></p>	<p><b>2,713,753,018</b></p>	<p><b>3,453,867,477</b></p>	<p><b>12,335,240,989</b></p>

## VIII. CONCLUSION

The Present Strategic Plan is a policy tool that sets out objectives of the Office of the Ombudsman. Its development is an opportunity to move forward and align available resources and interventions in order to achieve targeted objectives and well define expected results. This Strategic Plan is a comprehensive document that will guide individual and collective actions. It is therefore not a single document, but rather a comprehensive process that includes the review, revision and updating of actions on an ongoing basis based on changing priorities. In other words, it is a set of strategic guidelines of the Office of the Ombudsman for the five years period.

The Office of the Ombudsman is an institution with a prominent role for the life of this country in several aspects. Indeed, it is not possible to get a harmonious development of Rwanda without the prevention and the fight against corruption and injustice. Security would be illusory and sustainable peace a utopia if there were no firm measures to counter all forms of injustice and corruption. The economy would be an instrument of exploitation in the hands of a few and the country's development would benefit only a small part of the population.

All actions proposed in this strategic plan will be achieved. The combination of all efforts of authorities, staff and partners of the Office of the Ombudsman will serve as a cornerstone towards successful implementation of this strategic plan.

The mechanisms for monitoring and evaluation of activities under this strategic plan pledge success in achieving expected results. In fact periodic review of the results achieved will provide necessary information to redefine new activities in accordance with the problems to be resolved.