

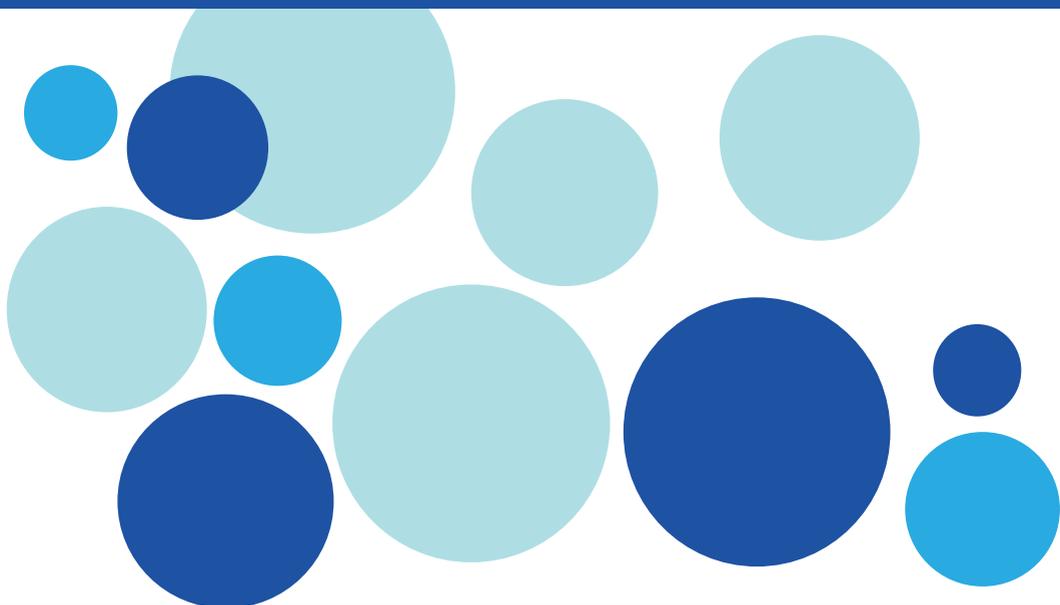


THE REPUBLIC OF RWANDA



Advocacy and Communications Strategy for the National Statistical System

2014/15-2018/19



NATIONAL INSTITUTE OF STATISTICS OF RWANDA

Introduction:

One of the strategic objectives of the Rwanda's 2nd National Strategy for the Development of Statistics (NSDS2), is to *'improve statistical advocacy and integrate use of statistics in decision making'*. This is also, one of the 'means of implementation' of NSDS2, aimed at raising awareness and mobilizing support for its implementation and promoting a culture of evidence-based policy and decision making, thereby, also creating demand for better statistics.

Therefore, it is pertinent to articulate a strategy, providing a comprehensive framework under which, strategic and coherent planning and implementation of activities, around advocacy and communications approaches for the NSDS2 for the next five years (2014/15 -2018/19) are guided.

Purpose:

This 'advocacy and communications strategy' is developed by the National Institute of Statistics of Rwanda (NISR) in close collaboration with the members of the National Statistical System (NSS) – an ensemble which includes statistical organizations and units within the country that jointly collect, process and disseminates official statistics on behalf of the national government.

The purpose of this strategy is to guide the efforts of the NSS in **raising awareness and mobilizing support, towards attaining the ‘strategic objectives’ outlined in the Rwanda’s 2nd National Strategy for the Development of Statistics (NSDS2).**

This document hence contains a collection of strategies; and identifies target audiences and corresponding key messages; by which, the NSS will seek to achieve its advocacy and communications goal and the strategic objectives.

Goal:

Towards the successful implementation of NSDS2, which includes, building a well-coordinated NSS, enabling constant monitoring of development results, effective decision making and enhancing public accountability to facilitate attainment of national development outcomes while building a strong statistical foundation for a middle-income country - a status Rwanda aspires to achieve by 2020, the advocacy and communications strategy will help:

Mobilize stakeholders to implement efficiently and effectively the activities and garner resource requirements outlined in the NSDS2.

Strategic Objectives:

To achieve the above stated goal, and in line with NSDS2 strategic objectives this strategy, focuses on the three following Strategic Objectives (SO):

1. Improving both the supply and demand side of statistics by highlighting the need for, effective production, quality data, good dissemination practices, public statistical literacy, and data use for evidence based policy and decision making.
2. Ensuring a well capacitated and co-ordinated NSS by rallying support for individual and institutional capacity build-up and collaboration within NSS.
3. Mobilizing and aligning investments in NSS by positively influencing credibility (of NSS) in use and management of resources from national and international sources and in fulfilling partnership obligations.

Offering pivotal focus, these broadly defined strategic objectives, guide the subsequent operational or tactical planning and resource allocation in raising awareness and mobilizing support, for the NSDS2.

Strategies:

Phased into three segments - Know the issues -> Build the foundations -> Promote the cause - the strategies constitutes the plan of action aimed at meeting the strategic priorities, setting out the prospectus for what, NSS in Rwanda, can and must do over the next five years to mobilize stakeholders to implement efficiently and effectively the activities and garner resource requirements outlined in the NSDS2.

Know the issues:

1. Methodically identifying issues of concerns and possible solutions in the outreach efforts of NSS to its stakeholders. (Research/Discovery)

Build the foundations:

2. Reaching out to the policy and decision makers, raising awareness and mobilizing support, towards effective implementation of NSDS2. (Policy and decision makers education)
3. Unifying advocacy voices by bringing together individuals, groups, and/or organisations from the NSS towards specific issues. (Coalition and network building)
4. Nurturing and supporting organised data seekers' community to demand, use and advocate for data from the NSS. (Mobilizing data seekers)

Promote the cause:

5. Intense use of modern technologies such as email, web, text messages, social media (such as Facebook and/or Twitter) to reach a wider audience and enable faster communications. (Digital or internet-based media/social media)
6. Gain publicity through promotional efforts, pitching the print, broadcast and/or digital media to get visibility for issues with specific audiences. (Earned media)
7. Making advocacy cases for NSDS2 implementation through one-on-one or group meetings. (Briefings/presentations)

These strategies also assist in identifying target audiences, key messages and context specific communications formats for this advocacy and communications strategy.

Target audiences:

The target audiences are the group of stakeholders, who can help achieve the goal of this strategy. Informing or persuading the target audience about the NSDS2 is the centrepiece of this advocacy and communications strategy.

In-exhaustive list of the target audiences include:

- Members of the Parliament
- Ministry of Finance and Economic Planning
- Development partners
- Ministry of Local Government
- Ministers and Permanent Secretaries
- Director Generals of Public institutions
- Directors of planning
- Member institutions of the NSS/MDAs
- Academia/Research institutions/User groups
- Media/Journalists
- General public

Key messages:

In line with the specific outputs of NSDS2, and matching the target audiences and the strategic objectives, the illustrative and key messages are as follows:

Strategic Objective 1: *Improving both the supply and demand side of statistics by highlighting the need for, effective production, quality data, good dissemination practices, public statistical literacy and data use for evidence based policy and decision making.*

Strengthen civil registration and vital statistics (Output 1.1, NSDS2)	
Audiences	What key messages will motivate them
General public	It is relevant and important to timely register the vital events with local authorities.
Ministry of Local Government	The Civil Registration and Vital Statistics (CRVS) is very crucial for official statistics and therefore national development; Staff at the level of citizen contact must be trained and facilitated to capture the vital events through the

	CRVS system.
Member institutions of the NSS/MDAs	Better coordination among the members of the NSS will support more accurate and timely statistics leading to better policy, planning, decisions making and better use of resources.
Development partners	Harmonized support to the development of CRVS in Rwanda will result in better public administration and governance.
Strengthen administrative records (Output 1.2, NSDS2)	
Audiences	What key messages will motivate them
Member institutions of the NSS/MDAs	Data is being collected by every institution. To what extent can it be out in public domain and used? While producing timely and coherent data for national development monitoring (through EDPRS2), Govt. will save valuable resources on costly surveys and there will be reduction of response burden on citizens too.
Members of the Parliament Ministers and	Administrative records contain information on smaller-sized units and allow for smaller spatial

<p>Permanent Secretaries</p> <p>Director Generals of Public institutions</p> <p>Directors of planning</p> <p>Academia/Research institutions/User groups</p> <p>Development partners</p>	<p>breakdowns, whereas such details are prohibitive for NISR in terms of cost-benefit analysis.</p> <p>The technological progress of recent years that has been facilitating and lowering the cost of working with large files and complex information management systems makes it feasible for administrative records to be used in statistics production.</p>
<p>Improve dissemination of statistics and public statistical literacy (Output 2.2, NSDS2)</p> <p>Strengthen engagements with data users (Output 3.2, NSDS2)</p>	
<p>Audiences</p>	<p>What key messages will motivate them</p>
<p>Member institutions of the NSS/MDAs</p>	<p>Regularly releasing data from institutions and sectors will enable reuse of data. It will improve transparency, participation and collaboration as well as innovation and business development. There is a need to improve the publication processes in the public sector which could be formed even more friendly to citizens and enterprises.</p>

Media/ Journalists	By exposing and interrogating the data, journalists can test how accurate it is; mash it up with other datasets to produce results that tell something new about the news.
General public	Being statistically literate will give you an edge. It will make you more attractive to future employers and put you ahead of your competitors in the workplace. Broadening your statistical knowledge will enable you to engage in discussions and decision-making processes with authority, accuracy and integrity.

Strategic Objective 2: Ensuring a well capacitated and co-ordinated NSS by rallying support for individual and institutional capacity build-up and collaboration within NSS

Human resource development within NSS (Output 4.2, NSDS2)	
Strengthened knowledge management within NSS (Output 4.5, NSDS2)	
Audiences	What key messages will motivate them
Members of the Parliament	Well capacitated district statisticians and statisticians in MDAs will lead to better data release and will guide the

<p>Ministers and Permanent Secretaries</p> <p>Director Generals of Public institutions</p> <p>Directors of planning</p>	<p>institutions and the sectors to better focus resources including at local levels.</p> <p>Strengthened statistics units in MDAs and in sectors will lead to timely and well-coordinated production of statistical reports</p>
<p>Academia/Research institutions/User groups</p>	<p>Developing and administrating relevant and practical course curriculum will enhance job prospects for students in statistical streams.</p> <p>Strengthening networking among professional statisticians will lead to knowledge sharing and mentoring of students intending to pursue a career in statistics.</p>
<p>Improve coordination of statistical concepts and methods (Output 5.1, NSDS2)</p> <p>Strengthen coordination of statistical activities (Output 5.2, NSDS2)</p>	
<p>Audiences</p>	<p>What key messages will motivate them</p>
<p>Member institutions of</p>	<p>Conformation to frameworks of quality assurance of NSS, will lead to</p>

the NSS/MDAs	better statistics for effective policy planning and decisions making.
Ministry of Finance and Economic Planning	Strengthening technical working groups on sector statistics as part of the 'EDPRS2 sector working groups' process will result into well-coordinated and harmonised statistics for progress monitoring of the sectors.

Strategic Objective 3: Mobilizing and aligning investments in NSS by positively influencing credibility of NSS in use and management of resources from national and international sources and in fulfilling partnership obligations.

Effective resources mobilization for activities in the NSS (Output 6.1, NSDS2)	
Audiences	What key messages will motivate them
Ministry of Finance and Economic Planning Members of the Parliament	Rwanda needs to make effective use of good quality statistics in order to achieve its development goals. Improving the availability, accessibility and integration of reliable statistics into policy and decision making will lead to optimal allocation and use of resources in the national budget, better M&E of EDPRS2/MGDs and enhanced basis for sub-national development planning.

Development partners	<p>Good statistics are part of the enabling environment for development. Harmonised investment in the NSS will lead to evidence-based policy-making.</p> <p>As a strategic approach to strengthen the NSS, NSDS sets strategic planning and priority setting within the context of the entire statistical system, covering all data sectors and users as well as essential organisational and institutional issues.</p>
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Formats and deliver approaches:

The choice of the format to deliver messages depends on (I) the audience, (II) content of the message, (III) intent and (IV) NSS’s ability to work with that format. Some of the many different formats and corresponding delivery approaches include:

- **Person to person:** One-on-one, group meetings, conferences and workshops.
- **Print:** Newspapers, magazines, journals, newsletters, posters, leaflets, pamphlets, booklets, reports, studies, letters to decision makers.
- **Electronic:** Radio, television, video and film, Mobile phones, Website, Email, Blog, Social media (Facebook, Twitter etc.).

The following table illustrates the communications materials and delivery approaches that will be developed to deliver the advocacy messages to the key advocacy audiences.

Formats and delivery approaches			
Audiences	Intent (Derived from SO)	Communications materials	Delivery approaches
Members of the Parliament	<p>Strengthen administrative records (SO1)</p> <p>Human resource development (SO2)</p> <p>Effective resource mobilization (SO3)</p>	<p>Brochures, fliers, briefs, e.g. “Statistics in Rwanda facing up to the Data Revolution”, “NSDS summary” and updated “Rwanda in Figures”</p> <p>PowerPoint presentations</p> <p>Statistical outputs</p>	<p>Workshops, meetings, working groups, press releases and briefing, e-mail</p> <p>Lobbying</p> <p>Website</p> <p>Reviews</p>

Formats and delivery approaches			
Audiences	Intent (Derived from SO)	Communications materials	Delivery approaches
	Increase awareness and use of statistics (SO1)	produced	
Ministries and Public Institutions Ministers and Permanent	Strengthen civil registration and vital statistics and other administrative records (SO1) Develop human	Brochures, fliers, briefs, presentations (as above) Reviews and reports Prioritised and costed annual work plans	Meetings and workshops Presentations Website Reviews

Formats and delivery approaches			
Audiences	Intent (Derived from SO)	Communications materials	Delivery approaches
Secretaries	resources in NSS (SO2)	Statistical outputs produced	
Director Generals	Improve coordination (SO2)		
Directors of Planning	Effective resource mobilization (SO3)		
	Increase awareness and use of statistics (SO1)		

Formats and delivery approaches			
Audiences	Intent (Derived from SO)	Communications materials	Delivery approaches
Member institutions of the NSS/MDAs	<p>Strengthen civil registration and vital statistics and other administrative records (SO1)</p> <p>Improve dissemination and public statistical literacy (SO1)</p>	Brochures, fliers, briefs, presentations (as above)	<p>Coordination meetings, working contacts</p> <p>User and media workshops</p>

Formats and delivery approaches			
Audiences	Intent (Derived from SO)	Communications materials	Delivery approaches
	<p>Strengthen engagements with data users (SO1)</p> <p>Improve coordination (SO2)</p> <p>Increase awareness and use of statistics (SO1)</p>		

Formats and delivery approaches			
Audiences	Intent (Derived from SO)	Communications materials	Delivery approaches
Development partners	<p>Strengthen civil registration and vital statistics and other administrative records (SO1)</p> <p>Effective resource mobilization (SO3)</p>	<p>Prioritised and costed annual work plans</p> <p>Summary NSDS2, presentations</p> <p>Reviews and monitoring reports</p> <p>Statistical outputs</p>	<p>Meetings</p> <p>Media briefing</p> <p>Website</p> <p>Reviews</p>

Formats and delivery approaches			
Audiences	Intent (Derived from SO)	Communications materials	Delivery approaches
		produced	
Media/ Journalists	<p>Improve dissemination and public statistical literacy (SO1)</p> <p>Strengthen engagements with data users (SO1)</p>	<p>Brochures, fliers, briefs (as above)</p> <p>Release calendar</p> <p>Statistics reports</p> <p>Press releases, briefs</p>	<p>Website</p> <p>E-mails, texts</p> <p>Press briefing</p> <p>Media workshops and meetings</p>

Formats and delivery approaches			
Audiences	Intent (Derived from SO)	Communications materials	Delivery approaches
Academia/ Research institutions/ User groups	Strengthen administrative records (SO1) Increase awareness and use of statistics (SO1)	Brochures, fliers, briefs (as above) Statistical reports Access to micro-data	Dissemination workshops
General public	Strengthen civil registration and vital statistics (SO1)	Brochures, fliers, briefs (as above)	Media Library, website

Formats and delivery approaches			
Audiences	Intent (Derived from SO)	Communications materials	Delivery approaches
	<p>Improve dissemination and public statistical literacy (SO1)</p> <p>Strengthen engagements with data users (SO1)</p>	<p>Media coverage</p> <p>Statistical outputs produced</p>	<p>Statistics Day</p>

Annexes

Quick wins

In the immediate time-frame, the following publications from the National Institute of Statistics of Rwanda (NISR) have been identified to be developed, illustrating the implementation steps towards attainment of the goals of this advocacy and communications strategy.

Title (Publications)	Description	Context	Audiences	Key messages
<i>Rwanda in figures</i>	Pocket-sized 2-4 page leaflet and electronic	Information about Rwanda through key current statistics and	Parliament, Ministries, etc., Media/ journalists,	<ul style="list-style-type: none"> - Statistics can tell a story (about Rwanda) - Resources for statistics are

Title (Publications)	Description	Context	Audiences	Key messages
	equivalent	trends	General public, directly and through the media	being used effectively - Statistical literacy is important
<i>NSDS2 summary</i>	A4 2-page leaflet and electronic equivalent	Information and advocacy for statistics Advocacy for NSDS	Parliament, Ministries, etc., other NSS, Development partners, User groups, Media/ journalists, General public, directly and through the media	- Summary of NSDS2 - Strategic approach of NSDS2 and key focus areas

Title (Publications)	Description	Context	Audiences	Key messages
<i>Statistics in Rwanda - facing up to the Data Revolution</i>	A5 glossy booklet and electronic equivalent	Advocacy for statistics	Parliament, Ministries, etc., other NSS, Development partners, User groups, Media/ journalists.	<ul style="list-style-type: none"> - Importance of statistics to Rwanda’s development - Value of NSDS approach - Investment in statistics is proving its worth - Cost-effectiveness - Range of, and access to, key statistics
<i>Making statistics work for Rwanda</i>	A5 glossy leaflet – summary of “Statistics in Rwanda facing up to the Data	Advocacy for statistics	General public, directly and through the media	<ul style="list-style-type: none"> - Value of statistics to everyday life - What statistics are available - How to access statistics (talk about NISR website, DevInfo,

Title (Publications)	Description	Context	Audiences	Key messages
	Revolution” and electronic equivalent			Statistical data portal in a bit more details)
Supporting policy formulation with further statistical analysis	A5 glossy leaflet and electronic equivalent – summary of Why is needed	Advocacy for further statistical analysis and use of micro-data/ raw data	Researchers, academicians etc., other NSS, Development partners, User groups, Media/ journalists.	<ul style="list-style-type: none"> - Value of further statistical analysis to policy formulation - What micro-data/raw data are available - How to access micro-data
Legal statistics	Pocket-sized 2-4 page leaflet and	Information about statistical law	Parliament, Ministries, etc.,	<ul style="list-style-type: none"> - Legal mandate of NISR - How statistical activities

Title (Publications)	Description	Context	Audiences	Key messages
<i>environment in Rwanda</i>	electronic equivalent	governing statistical activities in Rwanda	Media/ journalists, General public, private sector, researchers, directly and through the media	should be conducted legally in Rwanda - What NSS is allowed to do regarding statistical activities and how - Procedures of obtaining NISR permission to conduct statistical activities - Coverage and types of surveys/census that need NISR permission - NISR survey visa instruction manual (survey permission application process)

Title (Publications)	Description	Context	Audiences	Key messages
<i>NISR key achievements</i>	Pocket-sized 2-4 page leaflet and electronic equivalent	Information about NISR achievements	Parliament, Ministries, etc., Media/ journalists, private sector, researchers, General public, directly and through the media	Major achievements in: <ul style="list-style-type: none"> - Data production (surveys and census) - data dissemination (dissemination workshops of results from key surveys and censuses) - Capacity building of NISR and NSS members through designing and implementing key surveys, etc. - coordination through harmonized standards, survey

Title (Publications)	Description	Context	Audiences	Key messages
				permissions, training of local government staff on dissemination tools, administrative data collection tools in education, health, civil registration, etc.

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