



# ANNUAL REPORT FOR THE YEAR --- 2020

January 2020

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## INTRODUCTION

In 2020, TI-Rwanda started the implementation of its 5 years (2020-2024) Strategic Plan. This annual report sums up and provides an overview of all activities implemented by TI-Rw in 2020.

In order to achieve TI-Rw's vision, mission and long-term objectives, it is important to highlight the role of advocacy activities. Advocacy in the fight against corruption and related offences becomes more and more important, and supportive to the political will, observed in fighting against corruption in Rwanda. A lot of effort has been made to fight corruption and more partnerships and a joint action against corruption can be recognized. Furthermore, TI-RW will continue to value evidence-based advocacy by strengthening its research unit, other communication mechanisms in place connecting TI-RW to citizens as well as strengthening partnership & engagement with other key stakeholders in this process. The key stakeholders in this context are as described below, such as the Office of the Ombudsman, Rwanda National Police, National Public Prosecution Authority, African Parliamentarian Network against Corruption-APNAC Rwanda, Rwanda Governance Board, Rwanda Investigation Bureau, MINALOC, MINIJUST, to mention but few.

The report is structured according to the new strategic plan and in line with four strategic axes:

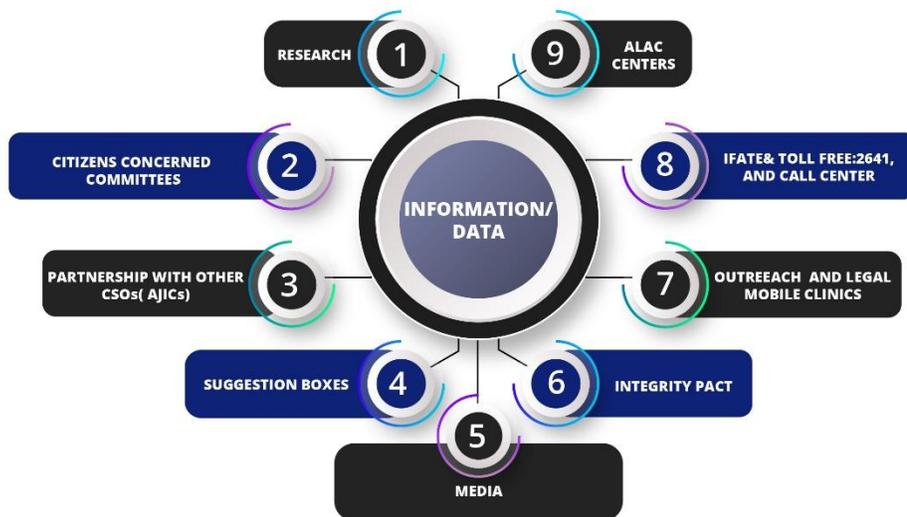
- ✓ Preventing and combating corruption & injustices,
- ✓ Strengthening evidence-based advocacy, communication, strategic partnership and engagement,
- ✓ Fostering citizen centered governance,
- ✓ Enhancing organizational capacity and sustainability.

In the course of 2020, TI-Rwanda partnered with different development partners which facilitated the implementation and achievement of its objectives.



Furthermore, TI-Rwanda had been using different mechanisms to have evidence-based data/facts on corruption & injustices.

### TI-RW MECHANISMS TO HAVE EVIDENCE-BASED DATA/FACTS ON CORRUPTION & INJUSTICES



## SECTION I: EXECUTIVE SUMMARY

Transparency International Rwanda (TI-Rw) is a Rwandan civil society organization with the mission of contributing to the fight against corruption and promote good governance through enhancing integrity in the Rwandan society. Our mission is guided or pushed behind by the vision of living in the Rwandan society with “Zero tolerance to corruption”.

In order to achieve the above mission and vision, TI-Rwanda has been operating under strategic axis and all programs and projects were crafted responding to the strategic axis as highlighted in the current strategic plan 2020-2024.

Below are the key achievements as per the strategic axis:

### **Strategic axis 1: Preventing & combatting corruption and injustice:**

- ✓ A total of 5,479 complaints received in 2020 where 5,227 were successfully closed (95%) and 252 cases still pending (5%).
- ✓ A total of 1,065 complaints received through CCCs (20% of the total of ALACs cases)
- ✓ A total of 868 complaints received in 2020 through iFATE (16% of the total complaints)
- ✓ Effective advocacy engagement with duty bearers in the justice sector with policy recommendations formulated and submitted through a policy paper on whistleblowers protection in the fight against corruption in Rwanda.

### **Strategic Axis 2: Strengthening evidence-based advocacy, communication, strategic partnership and engagement:**

- ✓ After the launch of RBI 2020, number of institutions (Private & Public) have adopted recommendations and vowed to implement them (For instance, PSF should be more visible and engaged in the fight against corruption especially during this covid-19 pandemic crisis. It should also establish sound internal control mechanisms and whistleblowing systems that will be instrumental for reporting corruption in the sector;
- ✓ Number of policy recommendations were designed and shared to public stakeholders in a policy paper on whistleblower protection;
- ✓ Number of recommendations were formulated and shared to key public stakeholders after conducting social accountability surveys (PETS VUP-PW/DS and QSDS);
- ✓ The Law on companies has been already amended in 2021! It includes a whole section on beneficial ownership(article 115-120 of the Law n° 007/2021 of 05/02/2021 governing companies. TI-RW had formulated a recommendation related to the amendment of Laws on NGOs, INGOs, Cooperatives;
- ✓ Other recommendations adopted are: Promote open contracting in the mining sector (Publish reports and other documents such as agreements/contracts for ease of access,

public participation, transparency and accountability in the mining sector) and the domestication of the Africa Mining Vision

### **Strategic Axis 3: Fostering citizen centered governance:**

- ✓ District stakeholders 'engagement meeting on the new ubudehe categorization – under the project of PPIMA/ NPA. Engagement meeting organized in 9 districts with CSOs and local government authorities. *As an outcome from the above engagement meeting, TI-RW together with identified active CSOs in some districts (Like Kamonyi and Gicumbi) have worked towards sensitizing and training potential local leaders, at the cell and village level, on the new ubudehe categorization scheme (types of categories, criteria for each category, the categorization process in the cells assemblies). For instance in Kamonyi district, in partnership with SEVOTA and the District of Kamonyi, 971 Mutwarasibo, Executive Secretaries and Village leaders from Kayumbu (181), Rugalika (364) and Mugina (426) sectors were trained*
- ✓ Farmers priorities to include in imihigo were collected using the participatory approach in both Kayonza and Nyanza districts. Kayonza beneficiaries were 3,284 farmers where women were 1,436 and men were 1,848. In Nyanza district, beneficiaries were 4,047 farmers where women were 2,387 and men were 1,660

### **Strategic axis 4: Enhancing organizational capacity and sustainability:**

- ✓ Training on gender equality, positive masculinity
- ✓ Training on policy analysis and advocacy
- ✓ Workshop on monitoring and evaluation with PPIMA partners
- ✓ Workshop on legal aid policy and harmonization of legal aid approaches within ALACs and AJICs
- ✓ Joint advocacy workshop with PPIMA partners
- ✓ Training CCCs on monitoring government responses during the COVID-19 pandemic and reporting any irregularities.

## **SECTION II: OUTCOME ANALYSIS**

This section highlights updates and analysis of outcomes based on outputs indicators in the TI-Rwanda monitoring & evaluation framework and describe progress made towards achievement of each individual outcome linking it with TI-Rwanda interventions through different projects.

TI-Rwanda is in the process of shifting its approach of implementation, monitoring and reporting to focusing on **what has been achieved** (progress towards each outcome), rather than what has been done (activities).

## Strategic axis 1: Preventing & combatting corruption

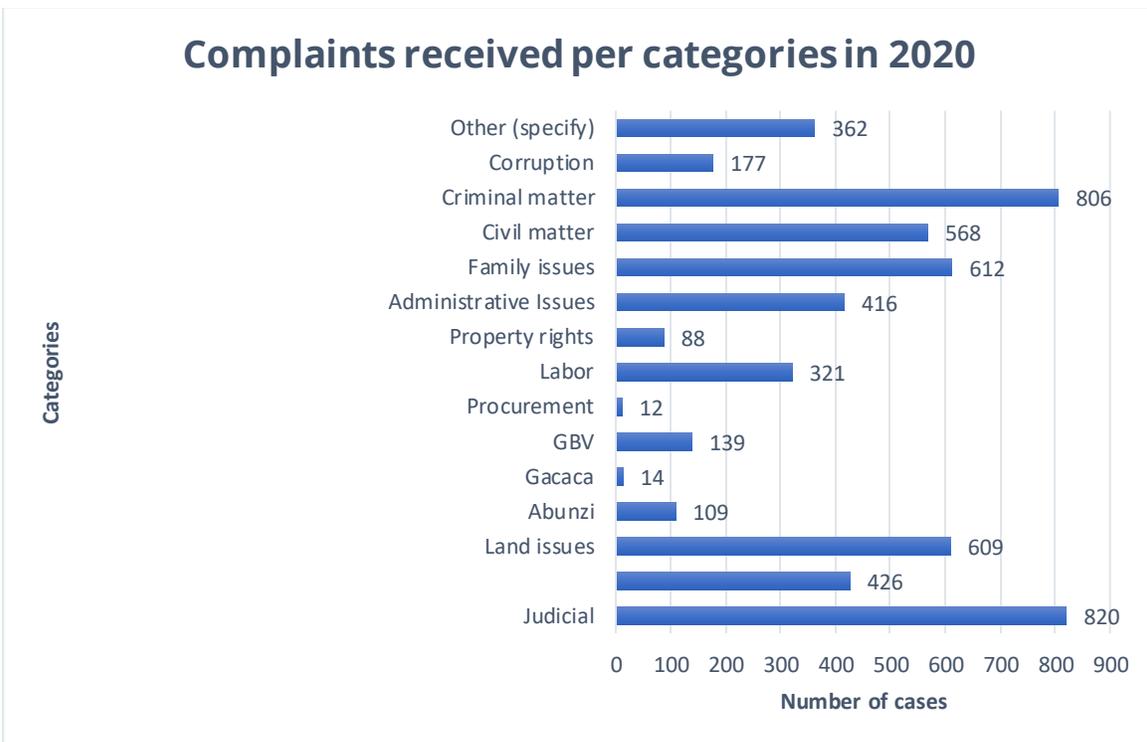
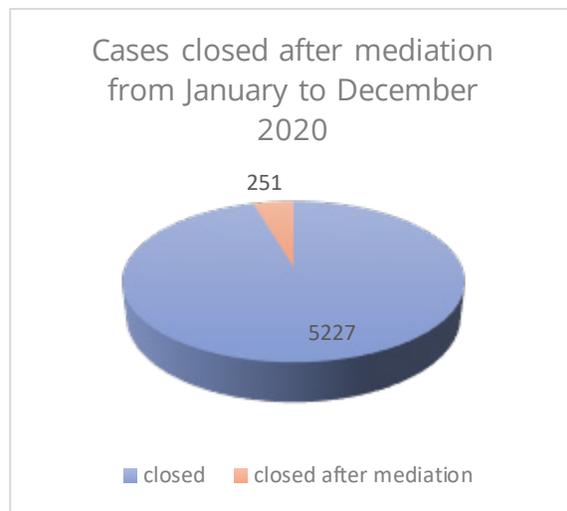
### ***Provide legal advice to the victims and witness of corruption and injustices through ALACs***

Under the support of Norwegian People's Aid (NPA), in its project Public Policy Information Monitoring and Advocacy (PPIMA), TI-Rwanda was able to achieve the following in terms of providing legal aid to victims and witness of corruption and injustices through its established ALACs:

- ✓ Increased trust of citizens to TI-RW legal aid services despite the pandemic of COVID-19
- ✓ Strong collaboration between TI-RW and Duty bearers such as RIB in the framework of investigating key sensitive cases such as GBC
- ✓ TI-RW's significant contribution in raising citizens awareness on their rights and existing laws/regulations to support them
- ✓ Significant contribution in ensuring effective enforcement of laws

From the month of January 2020 to December 2020, TI-RW through its ALAC centers has received 5,431 citizens where 2,433 were female (45%) and 2,998 were male (55%). The total complaints received were 5,479 where 5,227 were successfully closed (95%) and 252 cases still pending (5%). Among the closed cases, 251 were closed after mediation (That is 5 % of the total closed cases). 1,033 cases were closed after advocacy (That is 20% of the total closed cases).

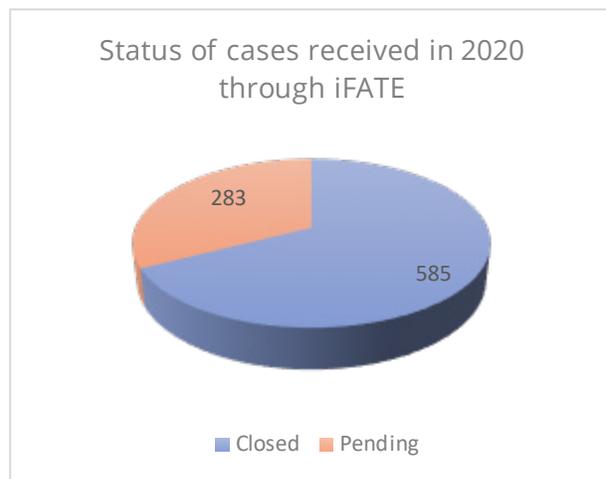
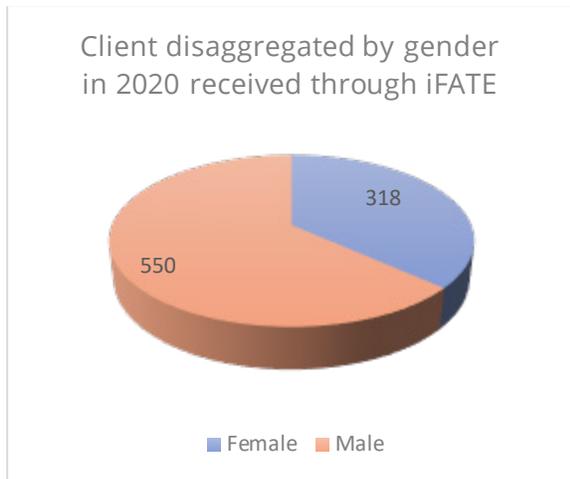




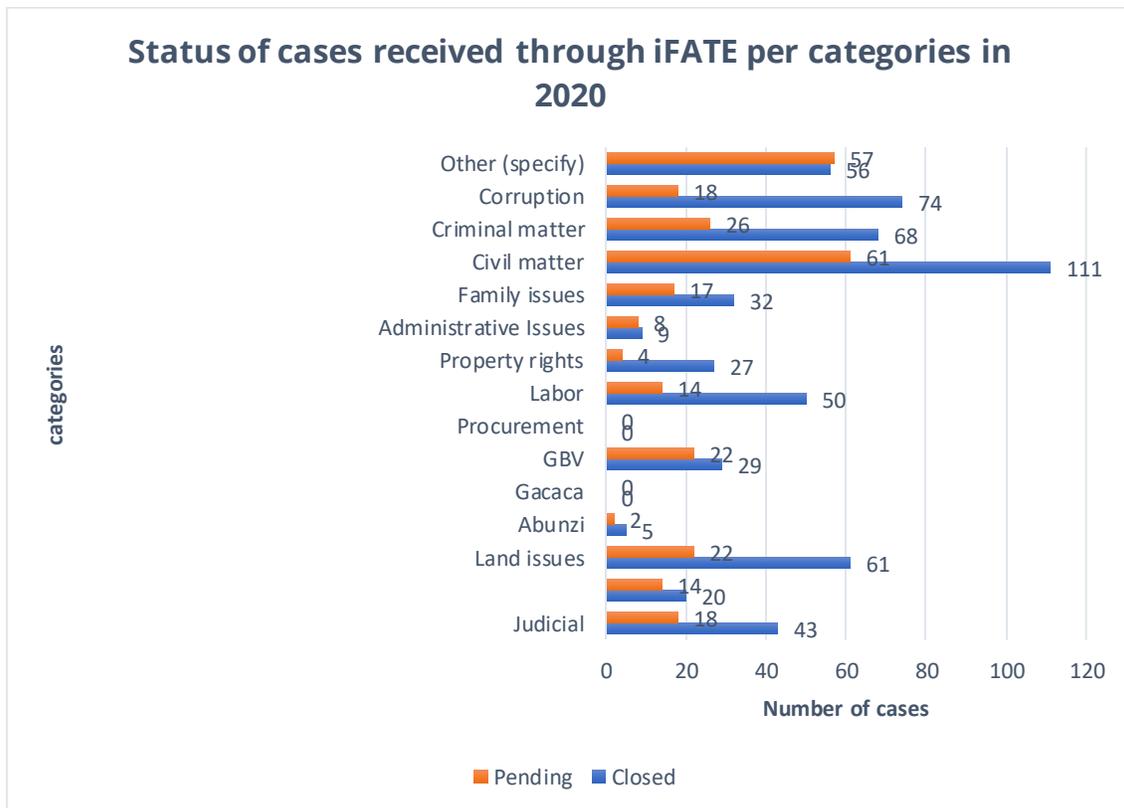
As it is depicted in the above figure, ALACs have received more Judicial cases (820 cases) compared to others. Note that among 5,479 cases, 177 are related to corruption cases (that is 3%).

In addition to cases received through ALAC offices, citizens have shared their cases through TI-RW's digital web-based tool known as iFATE. From January to December 2020, 868 people have shared their complaints through iFATE (That is 16 % of the total citizens received by ALACs in that period). Among complaints received through iFATE, 585 were closed (That is 67 % of cases received through iFATE) and 283 were still pending by the end of December

2020 (That is 33 %). The 868 cases were submitted by 868 clients whereby 318 were female (That is 37%) and 550 were male (63%).

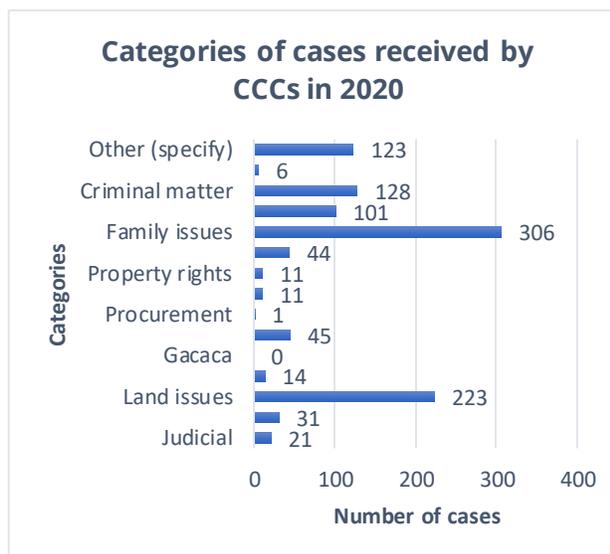
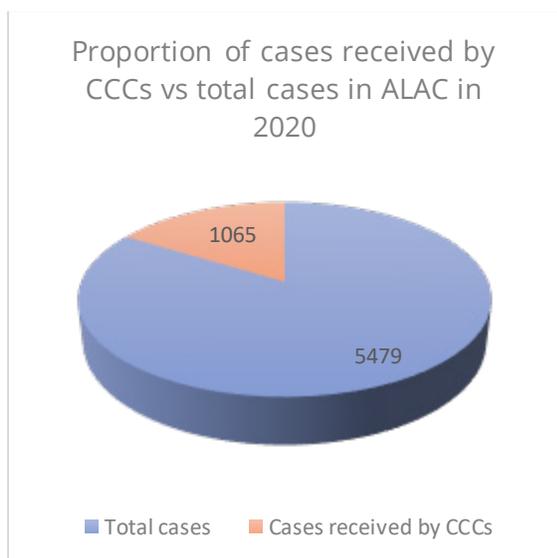


Supporting the iFATE digital reporting tool of TI-RW enable citizens to report corruption and injustice cases anonymously, free of charge and wherever they are using their phones and sending an SMS on 2641. This play a significant contribution in increasing citizens reporting rate of corruption as well as ensuring whistle blower full protection as long as his/her identity remains confidential.



In the framework of providing legal aid, citizens were empowered to provide their assistance as paraprofessionals (paralegals), thus provide assistance on conflict prevention and mediation practices.

In this regard, in order to provide opportunities for citizens from the remote areas to report cases of corruption and injustices, enhancing citizen engagement in solving and denouncing corruption & injustice cases as well as increasing citizens awareness on corruption and its effects, TI-RW has an established and empowered structure of CCCs (Citizens Concerned Committees) operating from 11 districts in the country, in 59 sectors (That is in Musanze, Rubavu, Burera, Nyabihu, Gicumbi, Kamonyi, Kayonza, Huye, Nyaruguru, Nyamagabe and Nyamasheke districts). As a result of the support provided through PPIMA, from January to December 2020, CCCs have received 1,061 citizens (That is 20 % of the total citizens received by TI-RW’s ALACs within this period of January to December 2020) with 1,065 complaints/cases.



***Design and publish messages with content on rights violation including corruption***

In the framework of raising citizens’awareness through different types of information campaigns reaching citizens, TI-RW has substituted outreach activities with the distribution of direct SMS sent to citizens in 6 districts such as Musanze, Rubavu, Huye, Kamonyi, Rusizi and Kayonza. This was done in close collaboration with MTN Rwanda and within this year 2020, SMS were sent two times (From the period of May to July 2020 and from the period of August to December 2020). In the first period (May to July), TI-RW has designed and sent messages to citizens in the 6 above districts where in each district TI-RW sent 66,666 messages. From the monitoring’s internal rapid assessment, it has been realized that quite a number of clients get to know ALAC services through sms messages shared to their phone.

In total 400,000 sms messages were shared to raise people's awareness on fighting and reporting corruption and injustice cases to ALAC. In the same spirit, in the quarter from August to December 2020, SMS were sent to 99,999 people from the above districts. In the absence of outreach activities, which could not be organized due to the current situation of preventing the spread of COVID-19, SMS containing messages on rights violations, effects of corruption and injustices and reporting mechanisms, were very effective in terms of increasing citizens awareness on their rights. This is demonstrated by the number of citizens (clients) who testify having known the services of ALACs and reporting channels of their corruption and injustice cases through simply receiving an SMS on his/her phone.

**Outcome/ Impact:** From the rapid assessment done by 4<sup>th</sup> August 2020, on a total of 268 clients (citizens) who were asked if they have received a text message from TI-RW, 66 of them confirmed that they have received it (That is 24.62%) and most of the respondents suggested that for the next time TI-RW should provide more clarifications in the message on the services it provides for citizens to know whether their claims/cases align within TI-RW's capacity. On the basis of data provided by ALAC centers from their dataset, from August until November 2020, clients (citizens ) who get to know TI-RW's ALAC services through SMS are 37 (From all the 6 ALAC centers).

***Publish visibility materials such as digital billboard on online media encouraging citizens to report any case of violation of rights***

TI-RW uses multidimensional approaches to reach out to citizens. One of the approaches is related to designing digital posters and work with the media to publish them on their online platform in order to attract people who use digital platform most of the time or who consult online media for information. **From June 10<sup>th</sup> until July 09<sup>th</sup> 2020**, TI-RW has designed and published a digital billboard on umuseke.com to ensure that quite number of citizens are reached and sensitized on where and how they can report corruption and injustice cases using different TI-RW reporting mechanisms and platforms (ALACs offices in districts, [www.ifatetirwanda.org](http://www.ifatetirwanda.org), toll free 2641, whatsapp on 0788309583). From October 1<sup>st</sup> until October 30<sup>th</sup> 2020, TI-RW published again a digital billboard on umuseke.com.

**Outcome/ Impact:** From the observation of TI-RW's ALAC dataset from August until November 2020, only 10 people have got to know where to report corruption and injustice cases after seeing the digital billboard on umuseke.com. Even though the number of cases received through iFATE in October and November 2020 (35 and 52 respectively) is not that

much high, it is obvious that the digital billboard has played a moderate significant contribution in increasing the number in November 2020.

### ***Organize radio talks and call in during the anti-corruption week***

On the 9<sup>th</sup> December each year, the world celebrates the anti-corruption day. From that day on, in Rwanda there are activities aiming at preventing and fighting corruption, raising citizens awareness on the effects of corruption on the social economic livelihood. Due to the current period where the whole world is facing COVID 19 pandemic, and Rwanda is not excluded in that battle, TI-RW couldn't organize, with its partners, outreach activities, walk or any other anti-corruption campaign, rather the focus was on organizing radio talks and call in to further sensitize citizens on effects of corruption, existing reporting mechanisms and preventive measures, thus join other stakeholder and the country in general as the topic for this year is "All together without anyone left behind, let's fight corruption". In that framework, TI-RW has conducted one national radio talk and call in on a private radio (radio Flash) on 11<sup>th</sup> December 2020. Before that, on 10<sup>th</sup> December 2020, TI-RW conducted a radio talk and call in on RC Nyagatare and on the 09<sup>th</sup> December 2020, TI-RW's ALAC Coordinator in Musanze was invited in the radio talk show together with the Mayor of Musanze district at RC Musanze. In the radio talk in Nyagatare, 6 people called and asked questions whereby 5 were male and 1 female. On facebook page, there was 6 messages shared by male.



***The first picture on the left, TI-RW was invited in a radio talk show on 09<sup>th</sup> December 2020 during the anti-corruption day at RC Musanze together with The Mayor of Musanze district. In the middle, TI-Rw organized a radio talk show at RC Nyagatare and the Kayonza TI-RW's ALAC Coordinator shared on ALAC services, definition of corruption as defined in the Rwandan Law, its different types and consequences.***

**Outcome/ Impact:** Significant contribution on raising citizens awareness on fighting corruption through the theme of "All together without anyone left behind, let's fight corruption". For instance, at the RC Nyagatare, 6 people called and asked questions whereby 5 were male and 1 female. On Facebook page, there was 6 messages shared by male. Radio talks were also aired at Flash Radio and at RC Musanze.

Strong partnership between TI-RW and the Local Government in sensitizing citizens on preventing & fighting corruption. For instance, on 09<sup>th</sup> December, TI-RW ALAC coordinator jointly conducted a radio talk together with the Mayor of Musanze district

### **Organize ALACs/AJICs restitution meeting to exchange on key issues of violation of rights as faced by citizens**

TI-Rw does organize on an annual basis the ALACs/AJICs restitution meeting to shade lights on the types of cases received through ALACs/AJICs, give a special attention on identified recurrent cases which need national advocacy and increase stakeholders' awareness on critical issues encountered by citizens as evidenced by the real cases. In the ALACs/AJICs annual restitution, TI-RW always targets participants from Public institutions whose attributions are linked with access to justice, human rights, service delivery and good governance. Moreover, TI-RW also targets development partners, CSOs intervening in the above-mentioned areas, and media practitioners. It is an event that attracts more than 50 people from different organizations. In this context, on 11<sup>th</sup> December 2020, TI-Rw organised an annual ALACs and AJICs stakeholders meeting under the theme: **"Whistle-blower protection in the fight against corruption in Rwanda: How to remove the existing bottlenecks?"**. In 2020, ALACs have received 4,661 cases since end of October whereas AJICs have received 982 complaints in the same period. Among cases received, there are those related to whistleblowers. In this meeting, it was an opportunity to highlight some of them and together with stakeholders agree on the way forward to ensure better protection of whistleblowers, effective implementation of the whistleblower law, thus increase the number of people/citizens who report corruption & injustice cases. At the same occasion, TI-Rw presented the findings of the study on "Whistle-blower protection law and its implementation in Rwanda" and a policy paper on "The status of implementation of the law on whistle-blowers".

**Below are the policy recommendations formulated by TI-RW** to address existing gaps throughout the implementation of the whistle-blower protection law

No.	ISSUES	POLICY RECOMMENDATION (S)	KEY ACTORS TO TAKE ACTION
1.	<p><b>Lack of adequate citizen awareness on law on whistleblower protection law:</b> From interviews with relevant stakeholders, it has appeared that little is known by the public about the law on the protection of whistleblowers and this has contributed to the low level of cases involving the protection of whistleblowers in different institutions and insufficient application of this law.</p>	<p>– An awareness campaign strategy using various channels and platforms should be designed</p>	<p>Office of the Ombudsman, Ministry of Justice, NPPA, RIB, RNP, NPPA, Judiciary, CSOs, Media</p>
2.	<p><b>Lack of a clear indication on incentives to be given to whistleblowers:</b> From interviews with relevant stakeholders, the issue of the types of incentives (reward and/or compensation) to be given to whistleblowers is not yet fixed as the presidential order determining modalities for implementation of the provision relating to rewards of whistleblowers has not yet been adopted.</p>	<p>– Call for the adoption of presidential order determining modalities for implementation of the provision relating to rewards of whistleblowers as provided for in the Law no 44 bis/2017 of 06/09/2017 relating to the protection of whistle blowers in Rwanda.</p>	<p>Ministry of Finance, Rwanda Law Reform Commission, Office of Ombudsman, Ministry of Justice</p>
3.	<p><b>Lack of citizen awareness on whistleblower protection procedures:</b> From interviews from stakeholders, it was clear that citizen are not aware of the existence of procedures on how to report, what is reportable, to whom to report, mechanisms through which to report and what to expect as feedback.</p>	<p>– An awareness campaign strategy using various channels and platforms should be designed</p>	<p>Office of the Ombudsman, Ministry of Justice, NPPA, RIB, RNP, NPPA, Judiciary, CSOs, Media</p>

<p><b>4.</b></p>	<p><b>Protection of the identity of Whistleblowers:</b> It was however found out that institutions do not comply with some of the legal requirements or do not afford sufficient protection to whistleblowers, it was also found that some law provisions need to be fine-tuned.</p>	<p>– Every institution (public or private) should establish measures or guidelines to ensure the identity of whistleblowers and the content of their the disclosure are kept secret and sanctions for anyone who would be found responsible for having revealed them</p>	<p>All public and private institutions through Office of the Ombudsman.</p>
<p><b>5.</b></p>	<p><b>Victimization of whistleblowers:</b> From interviews with relevant stakeholders that line managers used subtle ways to retaliate against whistleblowers as they will not rush dismissing, suspending, demoting or denying promotion to that person but, they will start looking for faults to base their decision. They can even use entrapment with the aim of getting to their objective of dismissing, demoting or suspending the whistleblower.</p>	<p>– A clear statement should be institutionalized specifying that any attempts taken directly or indirectly against a employee-whistleblower who made a disclosure constitutes as harassment and should be discouraged and punished.</p>	<p>Ministry of Public Service and Labour, Public Service Commission, Rwanda Workers' Trade Union Confederation (CESTRAR), NPPA</p>
<p><b>6.</b></p>	<p><b>Appointment of Focal Point:</b> Most of the interviewed stakeholders disclosed they have not yet officially appointed a focal point in charge of receiving whistleblower cases as most of them forward reported cases to staff whose work attributions may match the types of disclosures received or to the head of the institution.</p>	<p>– Every institution (public and private) should officially appoint an employee in charge receiving whistleblowers cases. This may be done by adding attributions to existing staff who should be trained for the new assignments</p>	<p>Office of the Ombudsman, Ministry of Public Service and Labour, Rwanda Workers' Trade Union Confederation (CESTRAR), Rwanda Law Reform commission</p>

### **Photos of the ALACs/AJICs annual restitution meeting on 11<sup>th</sup> December 2020**



***On the left side, The Deputy Chief Ombudsman, the Executive Director of TI-RW and The Program Manager from NPA have participated in the meeting. On the right side, participants from CSOs, development partners, public institutions and Media practitioners attending the meeting.***

#### ***Empowering Citizens Concerned Committees to monitor emergency response***

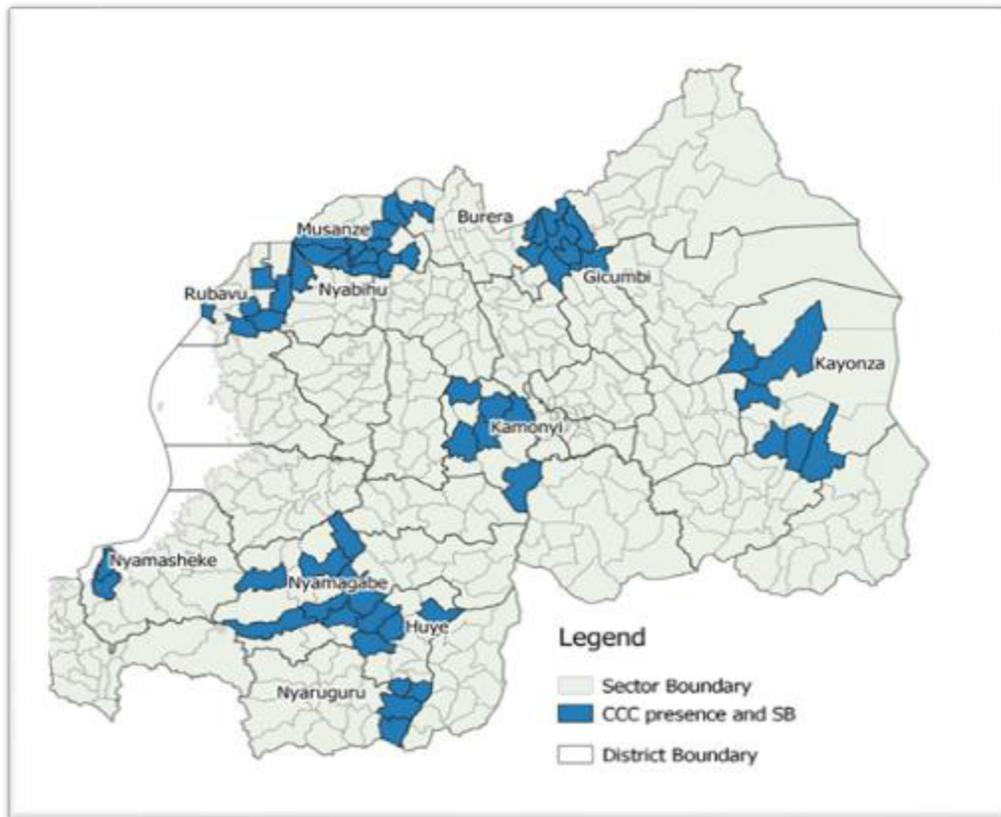
Under the support of GIZ/BMZ, in the project of social accountability tools to explore COVID-19 response effects on beneficiaries of social protection programs in Rwanda, TI-Rwanda empowered its CCCs to continue reporting corruption cases and monitor and provide information on emergency response during COVID-19 pandemic period.

During the period from January to December 2020, TI-Rwanda maintained fluent collaboration with its network of 472 CCCs located in 11 districts, in 59 sectors around the country where 216 are female and 256 are males.

#### **Outcome/Impact:**

- Citizens trust CCCs as a considerable number report their complaints for handling. This is highlighted by the report of complaints received by CCC from the period of January to December 2020 where a total of 1,065 complaints were received.
- CCCs were also empowered with smart phones which enabled them to monitor emergency and effectively provide information to TI-RW.
- Increase citizens awareness on the fight against corruption, increase the rate of denouncing and reporting corruption and injustice cases, increased involvement/engagement of citizens in holding their local leaders to account (Through monitoring Government support during COVID-19 pandemic).

## Geographical location of CCCs in Rwanda



### ***Workshop to harmonize legal aid and mediation practices to victims of injustice, corruption or family conflicts***

From the previous reports from ALACs and AJICs, it has been realized that there is a need to standardize & harmonize legal aid and mediation practices as well as reviewing and adapting the reporting framework of ALACs & AJICs interventions to make them more results oriented. In this context, from 05<sup>th</sup> to 06<sup>th</sup> November 2020, ALACs & AJICs workshop was organized at Beausejour and as an outcome, the following were the key approaches and tools that should be reviewed and shared by all partners (ALACs and AJICs) to be institutionalized and considered on a daily basis:

- ✓ To share the legal aid policy and ensure that it is mainstreamed in ALACs/AJICs legal aid services
- ✓ Elaborate a legal aid guidebook highlighting how ALACs & AJICs provide legal aid services, techniques and tools used (From providing legal information & education, legal advices, mediation practices and techniques, referral mechanisms, and techniques of case management & filing)

- ✓ Harmonize tools used for case management such as the client form and ensure that all ALACs/AJICs are using the same tool
- ✓ Share the new PPIMA reporting templates (Monthly, quarterly, case study) and agreeing on the reporting timeframe for all ALACs (all ALACs monthly reports should be ready by 25<sup>th</sup> of each month to enable TI-RW to comply with PPIMA requirement of reporting by 30<sup>th</sup> of each month
- ✓ Harmonize the ALAC database (the Excel database) and on the side of AJICs effectively use SPSS for data management and analysis. In this training workshop, 15 people attended the workshop from TI-RW, NPA, ADENYA, TUBIBE AMAHORO, IMBARAGA & AJIPRODHO. 9 participants were female and 6 were male.



***Participants in the workshop to harmonize legal aid and mediation practices within ALACs/AJICs***

***Training on Gender analysis***

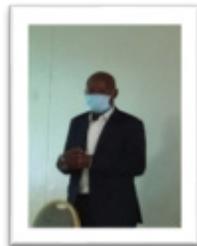
As it has been highlighted by the gender analysis report commissioned by NPA in 2019, it was clear that TI-RW has done an excellent work to integrate gender at both institutional and programmatic levels. However, it was very important that TI-RW staff be introduced and equipped on the concept of gender equality and inclusion to facilitate effective mainstreaming of the above concept in TI-RW programs and projects. In this context, from 3<sup>rd</sup> to 4<sup>th</sup> November 2020, a comprehensive training on gender equality was organized with the purpose of providing relevant skills on gender analysis and inclusion to TI-RW staff, providing practical guidelines on gender mainstreaming and inclusion in all TI-RW activities and equipping TI-RW staff with required skills on elaborating effective gender analysis and inclusion plan. The training was attended by 18 people from both TI-RW staff and Board members whereby 12 were female and 6 were male. As a result of the gender equality training, TI-RW gender policy/ strategy was updated.

**Participants in the Gender analysis training organized by TI-RW to its staff and Board Members. The Chairperson of TI-RW was present in the training**



***Training on policy analysis and advocacy***

In the same spirit of building TI-RW's capacity to influence, mobilize and advocate, from 23<sup>rd</sup> to 24<sup>th</sup> November 2020, a training on policy analysis and advocacy was organized by TI-RW with the purpose of equipping its staff on key components of a policy, understanding the policy making process in Rwanda and how to analyze/ assess a policy, understanding advocacy, developing strategies for joint advocacy networks, developing advocacy tools and understanding strategies for effective advocacy, to mention but few. This has enabled TI-RW to update its advocacy strategy and the skills acquired on policy analysis will enable the organization to further analyze existing policies, contribute in the establishment of new ones, as well as contribute in the review of existing ones whenever loopholes are perceived.



**The Executive Director of TI-RW giving his opening remarks during the Training of TI-RW staff on Policy analysis and advocacy**

**Strategic Axis 2: Strengthening evidence-based advocacy, communication, strategic partnership and engagement**

**Conduct and launch of Rwanda Bribery Index 2020**

On an annual basis, TI-RW does conduct a citizen perception index on the status of bribery in the country, highlights services and institutions prone to bribery, provides information on the status of reporting of bribery and corruption cases and reasons of not reporting, to mention but few. The findings from the Rwanda Bribery Index are used for advocacy purposes and they are disseminated in a national and provincial dialogue meeting gathering national decision makers, local institutions and other stakeholders with the purpose of collectively establishing measures and mechanisms of curbing corruption.



TRANSPARENCY INTERNATIONAL RWANDA

### AXIS 2: STRENGTHENING EVIDENCE-BASED ADVOCACY, COMMUNICATION, STRATEGIC PARTNERSHIP & ENGAGEMENT

Activity	Partners	Outcome/ Impact
Restitution meetings and dialogues: Launching of RBI 2020	Policy NPA	To RIB and RNP: RIB and RNP are encouraged to continue practicing the <b>Zero Tolerance Policy</b> while enforcing covid-19 preventive measures. Mainstreaming anti-corruption awareness messages in preventing covid-19 is required to ensure effective success over covid-19.  To the Local government: The Local Government should expand partnership with grassroots based non state actors (CSOs, media, CBOs, faith-based organizations) to prevent any challenges that can deter the positive achievements in good service delivery, fighting corruption and bottom-up accountability.

17.9% of business people were demanded to pay bribe

12.2% paid bribe

Majority of business people (54.3%) paid bribe for business purposes

1.12%

Overall impact of corruption

www.tirwanda.org

TRANSPARENCY INTERNATIONAL RWANDA

### AXIS 2: STRENGTHENING EVIDENCE-BASED ADVOCACY, COMMUNICATION, STRATEGIC PARTNERSHIP & ENGAGEMENT

#### Trend of prevalence in selected institutions

Institution	2019 (%)	2020 (%)
TVET	0%	5.13%
REG	4%	3.50%
Rwanda Bureau of Standards	0%	4.20%
Judges	4.30%	4.50%
Local Government	2.51%	4.90%
WASAC	3.53%	5.40%
RIB	6%	7.08%
Private Sector	4.23%	7%
Traffic Police	9.87%	12%

Cases of corruption identified through RBI 2020 have dragged the attention of different institutions (both government and private) to curb existing corruption loopholes. Those institutions include RNP, RIB, Rwanda Polytechnic in charge of TVET, REG and so many others.

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**Social accountability tools to explore COVID-19 response effects on beneficiaries of social protection programs in Rwanda. A Project funded by GIZ/BMZ**

COVID-19 in Rwanda brought up several challenges regarding socio-economic recovery, which are now being addressed by the government, international and national

organizations, but also by individuals by providing direct support to the most vulnerable population. However, while the need for a rapid emergency response is immense, fair distribution, inclusiveness, transparency, and anti-corruption must be assured. This project, therefore, analyzed the enabling environment, such as the implementation of specific policies, their effects, and loopholes. With this in-depth analysis, TI-RW aimed to:

- i. Assess the COVID-19 response effects through social accountability tools and its related response measures on the most vulnerable groups, and
- ii. Formulate policy recommendations for responding to emergencies in an accountable, equitable, and transparent way.

### Policy brief PETS VUP- PW/DS

No.	ISSUES	POLICY RECOMMENDATION (S)	KEY ACTORS TO TAKE ACTION
1.	A significant increase of respondents who could eat once a day during the COVID-19 pandemic compared to the period before COVID-19 pandemic due to price increase and delay of their support	Government and its partners to strengthen the food assistance to needy families during emergency periods.	MINALOC/ Government's social development partners
		Government to extend assistance scheme to the most vulnerable households during the period of emergencies to cope with negative effects of the crisis	
2.	Some delays observed in processing VUP-PWs wages especially at SACCO at District levels	Speed up the process of automating SACCOs	LODA, MINECOFIN/BNR & SACCOs Management/ Local administrative entities
		Reduce the bureaucratic process of approving payrolls, by conferring the approving power to the sector authority	
3.	Controversy about deductions/debits that are done on wage/disbursement	Make a clear communication about and rationale for compulsory deductions to be performed on VUP beneficiaries	MINALOC/LODA/SACCO management/Local administrative entities

	of VUP-PWs/DS beneficiaries		
4.	Severe impact of Covid-19 on VUP-PWs beneficiaries' livelihoods (food, healthcare, due to both interruption and delay of wage payment	<p>Revisit the graduation guidelines to ensure that VUP-PWs beneficiaries who were deeply affected by Covid-19 effects are not prematurely removed from VUP-PWs</p> <p>Consider reinstating former VUP-PWs beneficiaries whose vulnerabilities were drastically worsened by the Covid-19 effects</p>	LODA/MINALOC/Local administrative entities
5.	Low level of reporting citizens' grievances in service delivery	Popularise the citizens' service charter to ensure that citizens are aware of their rights and duties to public services	MINALOC/LODA/Local administrative entities
6.	A significant number of respondents who could not access to the basic needs such as transport, health care etc...	Government to increase access to essential needs during period of emergence especially to the most vulnerable families	LODA/MINALOC/Local administrative entities
7.	Price hikes in Rwanda aggravated the coronavirus crisis among VUP-DS beneficiaries	The government should enhance price controls in the emergency periods to protect the vulnerable families	MINICOM/MINALOC,Local administrative entities
8.	Majority of respondents use off-grid power sources which may be expensive,	Strengthening capacity access to electricity especially for the most vulnerable households	MINALOC/MININFRA/Local administrative entities

	harmful to health, hazardous and polluting		
9.	Most VUP-DS beneficiaries live with disabilities and others suffer from none-communicable diseases, their access to health care is very limited.	Government should be aware of the VUP-DS beneficiaries' vulnerability status and look for strategies for special health care to the VUP-DS beneficiaries especially in the emergency situation like pandemic	MINALOC/LODA/Local administrative entities
10	Particular effects of Covid-19 on pregnant and breastfeeding women as well as women-headed households involved in VUP-PWs	Provide priority and special treatment of pregnant and breastfeeding women and vulnerable women-headed households in emergency situations	MINALOC/LODA/Local administrative entities
11.	It has been evidenced in the survey that some VUP beneficiaries don't understand the importance of some saving schemes such as "EJOHEZA" and they are not satisfied with the mandatory savings	Strengthen national savings mobilization strategy, develop an appropriate approach to help citizen learn the importance of saving and fully save voluntary	MINALOC/LODA/Local administrative entities

## Policy brief QSDS

No.	ISSUES	POLICY RECOMMENDATION (S)	KEY ACTORS TO TAKE ACTION
1.	Low effectiveness in information dissemination by the Drones.	MINICT should investigate why drone messages are not effective, and address the issues appropriately. In particular, find out exactly how widely were the drones distributed, what message they were disseminating, the language that was being used, how frequent they were deployed in a particular locality, the period they were spending there etc.	RNP, MINICT
2.	Low effectiveness in information dissemination by the Private Sector Federation	MINICT should actively engage the Private Sector Federation to enhance their information dissemination efforts so as to increase their contribution to awareness creation about COVID-19 preventive measures. In particular, look into the methodologies and approaches that the PSF uses, identify gaps and advise them according.	PSF, MINICT
3.	Favouritism and corruption in the selection of beneficiaries and distribution of Government support to vulnerable people.	<ul style="list-style-type: none"> <li>• MINALOC should engage the community in participatory planning and distribution of the relief support.</li> <li>• MINALOC should undertake proper vetting of eligible beneficiaries in order to obtain the eligible beneficiaries</li> <li>• MINALOC should document the distribution</li> </ul>	Office of Ombudsman, CSOs, FERWACOTAMO, MINALOC

		<p>process for purposes of proper accountability</p> <ul style="list-style-type: none"> <li>• Office of Ombudsman should enhance the monitoring and enforcement of corruption prevention principles and practices</li> <li>• CSOs to engage in COVID-19 Response advocacy, in particular fairness, integrity, transparency, and accountability in public service delivery</li> <li>• FERWACOTAMO should work with institutions mandated to fight against corruption to review and probe the process of distribution of the support to motorcyclists affected by Covid-19.</li> </ul>	
4.	Lack of standardized fines in the case of violating COVID-19 prevention measures.	<p>MINALOC should institute standardized fines for charges related to violation of COVID-19 prevention measures · RNP &amp; MINIJUST should properly enforce the instituted standard fines</p>	MINALOC, RNP, MINIJUST
5.	Economic vulnerability due to collapse of businesses and loss of jobs.	<ul style="list-style-type: none"> <li>• MINALOC should allow people to resume their jobs/businesses/income generating activities but when they are strictly observing the COVID-19 prevention measures</li> <li>• MINECOFIN should use the Economic Recovery Fund (ERF) and provide appropriate capital to the</li> </ul>	MINECOFIN, MINALOC, RNP

		people whose businesses collapsed due to the COVID-19 restrictions	
6.	Mistreatment/harassment of vulnerable people (violation of human rights).	<ul style="list-style-type: none"> <li>• CSOs to advocate for the observance of human rights by all</li> <li>• RNP should enhance the keeping of law and order</li> <li>• The federation of motorcycle federation (FERWACOTAMO) should maximize its efforts to curb corruption that prevails among taxi-moto supervisors</li> <li>• FERWACOTAMO is also recommended to follow up the case of motorcyclists who were forced to buy Fake sanitizers</li> </ul>	FERWACOTAMO, MINEDUC, RNP, MINALOC, MINIJUST, CSOs
6.	Mistreatment/harassment of vulnerable people (violation of human rights).	<ul style="list-style-type: none"> <li>• RNP, MINIJUST and other relevant institutions should appropriately handle all cases that were committed against vulnerable people during the COVID-19 lockdown</li> <li>• MINEDUC should follow up the cases of primary and secondary private schools that forced teachers to open accounts in certain banks</li> <li>• MINALOC should keep on investigating and using name and shame practice</li> </ul>	FERWACOTAMO, MINEDUC, RNP, MINALOC, MINIJUST, CSOs

		<p>as the way to discourage other corrupt local leaders</p> <ul style="list-style-type: none"> <li>• RNP should continue maximizing efforts in fighting corruption in the traffic police in order to discourage black mailing of motorists</li> </ul>	
7.	Sexual exploitation of COVID-19 vulnerable female citizens.	<ul style="list-style-type: none"> <li>• CSOs in conjunction with the Office of Ombudsman should carry out advocacy for a corrupt-free society</li> <li>• Citizens should always report to the Office of the Ombudsman any suspected action, method, approach, behaviour on the part of the public service providers</li> <li>• RNP should enhance the observance of respect and human rights by all people</li> <li>• Office of Ombudsman should fight sexual exploitation and corruption in hotels and bars in Rwanda</li> <li>• RNP and MINIJUST should process all cases of sexual abuse/exploitation for which circumstantial evidence can be adduced in courts of law</li> <li>• MINECOFIN should support the economically vulnerable</li> </ul>	Office of Ombudsman, RNP, CSOs, Citizens, MINECOFIN, MINIJUST

		people to become economically resilient	
7.	Sexual exploitation of COVID-19 vulnerable female citizens.	RNP and other security agencies should observe their code of conduct and professional ethics in handling culprits of curfew related offences	Office of Ombudsman, RNP, CSOs, Citizens, MINECOFIN, MINIJUST
8	Limitations in accessing food, health services and inability to pay utility bills	<ul style="list-style-type: none"> <li>• MINECOFIN should support the economically vulnerable people to become economically resilient so that they can buy food, pay utility bills and pay house rent</li> <li>• MINAGR should support the farming households to grow more food crops</li> <li>• MINALOC should allow people to go to health facilities but when they also observe the COVID-19 prevention standard operating procedures (SOPs)</li> <li>• MOH should promote free medical services in public health facilities</li> </ul>	MINAGR, MINECOFIN, MOH, CSOs, MINALOC

9.	involvement of the community in the implementation of COVID- 19 preventive guidelines	MINALOC should utilize Community interaction programs to facilitate contextually specific, acceptable and appropriate preventive and control measures for COVID-19.	MINALOC/LODA
10	The operation of health systems during the outbreak of COVID-19	Ministry of Health should have the right balance between fighting the pandemic of COVID-19 and preserving critical health facilities.	MoH

***Conduct the analysis of the auditor general reports of decentralized entities and the City of Kigali for the fiscal year 2017- 2018. A Project funded by GIZ/BMZ - Policy brief Analysis of the Auditor General reports 2017 - 2018***

Under the support of GIZ/BMZ, TI-Rwanda conducted the analysis of the auditor general reports of decentralized entities and the City of Kigali for the fiscal year 2017- 2018 and formulated a policy brief with the following policy recommendations to inform concerned Policy and Decision makers for future review and improvement in the Public Financial Management

No.	POLICY RECOMMENDATION (S)	Addressed to key institutions
1	Districts must put more emphasis on spending based on realistic planning and put special focus on validation of feasibility studies to avoid idle assets.	To the District Management
2	Districts must refrain from making investments that are not entirely supported by documents such as MoU, articles of Association, a clear and realistic business plan.	
3	Districts need to make regular and predictable cash transfers in accordance with Rwanda’s Social Protection Strategy in order to avoid serious harm to the most vulnerable citizens (VUP Direct Support at the beginning of each month).	
4	Districts need to timely prepare list of capitation and school feeding grants and make follow up of the disbursement in order to ensure the proper operation of schools.	

5	<ol style="list-style-type: none"> <li>1. Districts must systematically do deep due diligence in awarding contracts to bidders to avoid high rate of delayed/abandoned contracts in execution.</li> <li>2. Districts need to improve the level of compliance with laws and procedures governing PFM (procurement laws, tax law, financial guidelines, VUP-guidelines, value for money).</li> </ol>	
6	Districts and RRA should strengthen their cooperation and provide each other with access to information regarding revenue collection.	To the District and RRA
7	MINECOFIN and other stakeholders should ensure that funds are provided to the Districts on time to allow timely cash transfers to vulnerable citizens, transfers of capitation and school feeding grants to school and other payments without delay.	To MINALOC, MINECOFIN, LODA, RALGA, MINAGRI
8	MINECOFIN should further strengthen the capacities of staff of subsidiary entities and bring professional training closer to staff in remote rural areas.	
9	MINECOFIN as coordinating entity of PFM, should motivate all Ministries and other partners that carry their implementation at district level to adopt the joint planning with the respective partner districts.	
10	MINECOFIN and RPPA should upgrade e-procurement to fully accommodate the contract management to allow procuring entities to easily get more information on bidders during due diligence process.	To MINALOC, MINECOFIN, LODA, RALGA, MINAGRI
11	RPPA should reinforce regulations on financial capacity as most of delayed and abandoned contracts are linked to the insufficient financial capacity of some contractors while during the bidding process, they manage to provide proofs of having enough financial capacity to implement received contracts.	
12	MINALOC and LODA should strongly support Districts in carrying out high quality in-depth feasibility studies for any projects in order to properly evaluate the need and financial sustainability of projects.	

13	MINALOC and LODA, MINAGRI should regularly do review of implementation for VUP and Ubudehe programs as well as BIOGAS in order to earlier notice challenges that may hinder their success.	
14	MINALOC and RALGA should further strengthen peer review and peer learning between Districts, particularly in the domain of public procurement.	To MINALOC, MINECOFIN, LODA, RALGA, MINAGRI
15	LODA should consider a decrease of the interest rate on VUP Financial Services in order to ensure the services' affordability to eligible beneficiaries and avoid the non-utilization of available funds.	
16	LODA should consider having a dedicated staff to VUP-financial services to assist in motoring financed projects and in recovery of loans otherwise to add this component to others existing tasks of sector accountant or anyone else with heavier workload it will negative affect the performance.	
17	Cases of procurement irregularities at various stages in the same project should be examined in order to close any possible loopholes for corruption. Independent monitoring of public procurement should be scaled up.	As part of the anti-corruption efforts

**Domestic resource mobilization. A Project supported by the Embassy of Sweden through Diakonia Regional –Africa Economic Justice Programme and implemented in partnership with TI-Kenya**



**AXIS 2: STRENGTHENING EVIDENCE-BASED ADVOCACY, COMMUNICATION, STRATEGIC PARTNERSHIP & ENGAGEMENT**

**Domestic resource mobilization. A Project supported by the Embassy of Sweden through Diakonia Regional – Africa Economic Justice Programme and implemented in partnership with TI-Kenya**

Activity	Partners	Outcome/ Impact
TI-RW conducted 3 researches such as: - Assessment of the status of beneficial ownership transparency in Rwanda  - Assessment of Rwandan Mining laws  - Assessment of Auditor General's reports in Rwanda	Diakonia/ TI-Kenya	- The Law on companies has been already amended in 2021! It includes a whole section on beneficial ownership (article 115-120 of the Law n° 007/2021 of 05/02/2021 governing companies. TI-RW had formulated a recommendation related to the amendment of Laws on NGOs, INGOs, Cooperatives.  - Other recommendations adopted are: Promote open contracting in the mining sector (Publish reports and other documents such as agreements/contracts for ease of access, public participation, transparency and accountability in the mining sector) and the domestication of the Africa Mining Vision

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**Informing and engaging Rwandan citizens to enhance Transparency and accountability in health care service delivery during and after COVID-19 pandemic- Project funded by OSIEA**



**AXIS 2: STRENGTHENING EVIDENCE-BASED ADVOCACY, COMMUNICATION, STRATEGIC PARTNERSHIP & ENGAGEMENT**

**Informing and engaging Rwandan citizens to enhance Transparency and accountability in health care service delivery during and after COVID-19 pandemic- Project funded by OSIEA**

Activity	Partners	Outcome/ Impact
TI-RW conducted the following activities: - Situational analysis on compliance and effectiveness of Health sector service delivery during COVID-19 pandemic in Rwanda. TI-RW organized a virtual dialogue meeting	OSIEA	- The following were the adopted recommendations: <ul style="list-style-type: none"> <li>• The government response to any epidemic crisis must consider the transport facilities for citizens in case health services are needed.</li> <li>• The Ministry of health has to strategically design how the number of staff at health centers can be increased to appropriately serve a big number of patients they receive. Health workers should also be facilitated to live near their working places especially during lockdown.</li> <li>• Rwanda Social Security Board (RSSB) is recommended to pay hospitals on time as the way to ease the service delivery. From the information provided by the directors of health centers and hospitals, sometimes they fail to offer good services just due to financial incapability and a delay of payment from RSSB that pays for the most part of the patients (who use the insurance of mutuelle de santé)</li> </ul>



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**Climate Governance Project funded by TI-S**



## AXIS 2: STRENGTHENING EVIDENCE-BASED ADVOCACY, COMMUNICATION, STRATEGIC PARTNERSHIP & ENGAGEMENT

**Climate Governance Project funded by TI-S**

Activity	Partners	Outcome/ Impact
<p>Through the Climate Governance Integrity, TI-RW conducted the Political Economy Analysis on the Green Gicumbi project (the report was later launched in June 2021 due to COVID-19)</p> 	CCF/TI-S	<ul style="list-style-type: none"> <li>Key recommendations adopted in the national virtual dialogue:</li> <li>To increase of awareness &amp; beneficiary participation</li> <li>To avail risk management plan (identify, estimate &amp; plan risks management).</li> <li>Increase number of feedback channels</li> <li>Availing project implementation Guidelines for each components</li> <li>Documentation of success stories and challenges for each phase of the project implementation for each season for project components that involve agriculture.</li> <li>To largely include females in other spheres of the project other than component of employment as in the leadership females are; Steering Committee (11%), Technical Coordination Committee (26%) while at local level is (20%)</li> </ul>

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***Dialogue meeting on CRC research findings shared at the district level in Nyanza- Under the GPSA project funded by the World Bank***

No.	Key recommendable actions agreed upon with stakeholders in the district dialogue meeting	Stakeholders
1	Nyanza District should own the project methodology of collecting farmers' priority needs and feedback, and extend it to all farmers of the district to raise their participation in the whole process of "Imihigo" planning, implementation, Monitoring and Evaluation.	members of JADF (Chair- person and Secretary), Representative of RAB, 7 Nyanza District officials and staffs (Vice Mayor Economic Affairs, Director of Agriculture, Director of Good Governance, Director of Planning, Agronomist, Veterinary, District officer in charge of Cash crops), all sector Agronomists , farmers' representatives at District level and CSOs intervening in agriculture sector (CARITAS, Gikongoro, RDO, TI-RW,
2	Beans crop need an advocacy to be incorporated in the nkunganire program and also with other crops that benefit insurance services. RAB will play a vital role in this advocacy.	

3	The meeting recommended that all partners in agriculture should contribute in farmers' capacity building focusing on: (1) Financial literacy focusing on documenting the investment of a farmer to get 1kg of each type of crop; (2) Pro-member cooperative management (member interest at the center of cooperative management).	S.D.A.-IRIBA, SAIP, SEND A COW, RDDP, MFLRP
4	Partners in agriculture and Nyanza district must link farmers with opportunities of getting small loans from IMFs mortgaging the production in stock.	
5	Decentralization of the procurement process for irrigation equipment. This should reduce the cost and delay in delivering	members of JADF (Chair- person and Secretary), Representative of RAB, 7 Nyanza District officials and staffs (Vice Mayor Economic Affairs, Director of Agriculture, Director of Good Governance, Director of Planning, Agronomist, Veterinary, District officer in charge of Cash crops), all sector Agronomists , farmers' representatives at District level and CSOs intervening in agriculture sector (CARITAS, Gikongoro, RDO, TI-RW, S.D.A.-IRIBA, SAIP, SEND A COW, RDDP, MFLRP
6	Agriculture imihigo evaluation meeting should be organized near the umuhigo site location and farmers should be informed about the evaluation meeting before and be mobilized for participation.	
7	Land mapping and testing	
8	Introducing icyumweru cy` imihigo: This week will serve as a week through which the district and partners will increase imihigo awareness campaign and farmers priorities collection.	
9	Adopting shared new tool already developed and tested by TI-RW (Days of participation)	

## Strategic Axis 3: Fostering citizen centered governance

### ***District stakeholders' engagement meeting on the new ubudehe categorization – under the project of PPIMA/ NPA . Engagement meeting organized in 9 districts with CSOs and local government authorities***

- ✓ **Developing a categorization process user friendly materials in a poster format:** In order to ensure national harmonization and practice during the piloting and roll out phases of ubudehe categorization, TI-RW has developed 5,000 user friendly ubudehe categorization materials in a poster format and these were distributed later in the villages to be used by Head of villages. This has contributed in increasing awareness of village leaders on the new ubudehe categories and they had managed to coordinate the both the pilot and roll out phase having all necessarily information on the new categories.
- ✓ **Organize piloting phase on the new ubudehe categorization scheme in districts, sectors and cells covered during the consultation process:** TI-RW highly appreciates the cooperation and partnership with MINALOC that has characterized this whole process of reviewing the ubudehe categorization scheme. As it has happened earlier during the consultation process, MINALOC invited again CSOs to play a key role in the process of piloting the new ubudehe categorization before its roll out. In this framework, TI-RW in partnership with the Local Government has piloted the implementation of the new ubudehe categorization in Musanze, Kayonza and Huye districts. In each of the above districts, TI-RW has sent its ALAC Coordinators and hired Team leaders to participate in the trainings organized at the district level and also be involved in the process of putting citizens into new ubudehe categories.  
In the district of Musanze, the pilot was done in Cyuve sector, Kabeza cell in the villages of Kungo and Gashangiro. In the district of Kayonza, the pilot was done in Nyamirama sector, Rurambi cell in the villages of Ntinnyi and Shirinyota. Finally, in the district of Huye, the pilot was done in Mukura sector, Bukomeye cell in the villages of Cyiri and Gahanga.

#### **PILOTING PHASE IN HUYE DISTRICT – MUKURA SECTOR**

In Huye District, the piloting phase was done on October 22-23, 2020 in Mukura Sector, Bukomeye Cell in the villages of Cyiri and Gahanga. Before the kick-off of categorization, citizens were reminded of benchmark of the renewal of Ubudehe categories and other dimensions including criteria and new names



Categorization was done in Isibo, where the members of the households know one another. Everyone participated in the categorization.

### **PILOTING PHASE IN MUSANZE – CYUVE SECTOR**

**In Musanze District, the piloting phase was carried out on October 22-23, 2020 in Cyuve sector, Kabeza cell in the villages of Kungo and Gashangiro. Among 459 households considered in the piloting, 2 were categorized in Category A, 45 in B, 175 in C, 209 in D and 28 in E.**



### **PILOTING PHASE IN KAYONZA – NYAMIRAMA SECTOR**

**On October 20 – 21, 2020, facilitators who helped in the pilot phase were trained. Through Isibo, the pilot phase was done in Nyamirama sector, Rurambi cell in the villages of Ntinnyi and Shirinyota on October 22 – 23, 2020.**



**Participants in the piloting phase in kayonza district**

## CHALLENGES DURING THE PILOTING PHASE

TI-RW observations:

The following are the challenges observed during the piloting phase:

- ❖ Lack of reliable policy or measures put in place to verify the income and information provided by the households. The facilitators in the piloting phase faced challenges regarding accuracy of the households' income.
- ❖ Negative solidarity between neighbors (in Isibo) who do not denounce wrong and inaccurate information provided by their neighbors. This has been termed as **Nguriza Nkugurize** or **Ntumvuganange Sinkuvuga** (lend me and I will lend you too – Help me to lie and I will be behind your lies too)
- ❖ Citizens are hitherto confusing that the new Ubudehe categories will be linked with the provision of social protection programs. The facilitators on the field met many people who lament that their children were unable to get government scholarships due to Ubudehe categories and underscored that they were not happy with the link to social protection programs. At this juncture, citizens are still reluctant to provide accurate information.
- ❖ Youth volunteers and enumerators who facilitate in recording of the data (information) have not been well trained. They only got a one day training.
- ❖ Unavailability of the lists of households/citizens at Isibo level: Though categorization is done at Isibo level, citizens lists in the system are only written according to villages. This delays the process because the facilitators go through the whole list of the village.
- ❖ Weak batteries of the smartphones used by enumerators. In some districts (Ex: Musanze) the facilitators faced the challenge of the smartphones used in recording the information that have weak batteries to the extent that the process was interrupted in order to charge them.
- ❖ All local leaders did not fully participate in piloting phase because they were not trained. Social Economic Development Officer (SEDO), heads of villages and Isibo leaders are among other local leaders who did not get trained while their participation would be worthy in piloting phase.
- ❖ In some villages (Ex: Gashangiro village located in Kabeza Cell – Cyuve Sector – Musanze District), citizens did not instantly know their categories in the same day when categorization was done. They were told that they would find themselves on the lists that will be displayed at the cell's office.
- ❖ It is hard to trace the origin of some people with mental disabilities. In the piloting phase, the facilitators were unable to get answers for those unprecedented challenges.

## RECOMMENDATIONS

The following are the recommendations to curb the loopholes identified during the piloting phase:

- ❖ A need of crosschecking the information provided on the household's income and properties:  
In a bid ease crosschecking of the information related to the properties of the households, it would be nice if the property and land registration are incorporated in the ID system by National Identity Agency (NIDA).
- ❖ Fostering and continuation of the campaigns on the importance and benchmark of the new Ubudehe categories: Focus should be on demystifying that the categories will not be linked with social protection programs.
- ❖ As the surefire way to speed up the process, the lists of all households making Isibo should be harmonized days before the start of categorization. Therefore, the system used in LISTING and ROSTING should be changed. This is because the lists of citizens and households are classified by village to village while the categorization is done at Isibo level.
- ❖ Heads of villages and Isibo leaders should be trained so that they fully participate in the categorization process.
- ❖ Existence of the sound measures on how people with mental disabilities should be categorized unless their origin is not known

**The above challenges and recommendations were discussed with MINALOC and LODA to take further decisions aiming at improving the implementation of the roll out of ubudehe categorization scheme.**

- ✓ **Monitoring the rollout of the new ubudehe categorization scheme:** As it has been mentioned above, TI-RW was planning to monitor the piloting phase for 5 days in 3 districts and in the cells where TI-RW conducted consultations to gather citizens views on ubudehe. However, as mentioned, MINALOC and LODA provided instructions that the pilot phase will take place in 3 days in one sector in each district, one cell in each sector and two villages. On the basis of this, TI-RW got the opportunity to use the enumerators and CCCs (who were supposed to participate in the pilot phase) in the monitoring of the rollout process of ubudehe categorization scheme which took place from 04<sup>th</sup> to 06<sup>th</sup> December 2020 as planned by MINALOC and LODA. In this framework, an observation checklist was developed to facilitate the monitoring process and data collection and enumerators & CCCs (Citizens Concerned Committees) were given instructions and briefing on how the process will be done and which areas (sectors and cells) they will be operating from.

In this context, 25 enumerators were hired and allocated in 4 districts such as Musanze (4 sectors), Kayonza (3 sectors), Huye (3 sectors) and Rubavu (3 sectors). The remaining sectors where TI-RW has the presence of CCCs were monitored by the latter. Moreover, TI-RW monitored the other districts (where it has its presence) with the help of CCCs (That is in the districts of Burera, Nyamagabe, Gicumbi, Kamonyi, Nyaruguru and Nyabihu). Annex 7 will provide some information on the observation checklist and the plan of the monitoring of the rollout of ubudehe categorization scheme.

Relevant information collected from this process of monitoring the rollout of the implementation of ubudehe categorization scheme have been consolidated by a social consultant together with information from the pilot phase to serve as evidences which will inform TI-RW's advocacy and trigger improvement in the future interventions related to ubudehe.

**AXIS 3: FOSTERING CITIZEN CENTERED GOVERNANCE**

**Monitoring the rollout of the new ubudehe categorization scheme – under the project of PPIMA/ NPA.**

In this context, 25 enumerators were hired and allocated in 4 districts such as Musanze (4 sectors), Kayonza (3 sectors), Huye (3 sectors) and Rubavu (3 sectors). The remaining sectors where TI-RW has the presence of CCCs were monitored by the latter. Moreover, TI-RW monitored the other districts (where it has its presence) with the help of CCCs (That is in the districts of Burera, Nyamagabe, Gicumbi, Kamonyi, Nyaruguru and Nyabihu). Below are the recommendations formulated and submitted:

- Awareness and mobilization campaign should be prepared a little bit earlier to allow citizens to know what is happening on time and be prepared to participate. The awareness once done citizens should not be worried with the new ubudehe categorization and this will reduce the risk of negative solidarity.**
- There should be mechanisms of monitoring the compliance of implementation of social protection programs which have a significance impact on the community**
- Increase local leaders awareness on the new ubudehe categorizations through workshops and training or meetings**
- Establish mechanism to monitor the implementation and enforcing measures to ensure effective implementation**

Central government institutions and local public institutions should take the lead to implement the published guidelines and instructions with regard to social protection program implementation and other programs. In case the instructions are well implemented, there will not be misunderstanding between citizens and local leaders on the outcomes of categorizations as it was the case in some areas.

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In the framework of raising citizens awareness on the new ubudehe categorization scheme (as it was identified as the main issue during the pilot phase), TI-RW has contributed much through organizing and participating in different radio and TV talk shows and call in. Below is the list of the shows:

- On 25<sup>th</sup> October 2020: TV and Radio Talk show on Covid-19 effects on vulnerable groups of people (Ubudehe category 1 & 2) and effects mitigation measures and Ubudehe Categorization, RBA (Broadcasted live on RTV, youtube and Radio Rwanda with all affiliated Community Radios); <https://www.youtube.com/watch?v=dvrqOSG1T5k>

- On 6<sup>th</sup> November 2020: TV and Radio Talk show on Covid-19 effects on vulnerable groups of people (Ubudehe category 1 & 2) and effects mitigation measures and Ubudehe Categorization, Radio and TV 10 (Broadcasted live on Radio, TV and youtube); <https://www.youtube.com/watch?v=l2B7Tm8xhvE&t=6638s>
- On 7<sup>th</sup> November 2020: TV and Radio Talk show on Covid-19 effects on vulnerable groups of people (Ubudehe category 1 & 2) and effects mitigation measures and Ubudehe Categorization, TV 1 Rwanda (also broadcasted live on Radio)
- On 11<sup>th</sup> November 2020: Radio Talk show on Covid-19 effects on vulnerable groups of people (Ubudehe category 1 & 2) and effects mitigation measures and Ubudehe Categorization, Radio Flash FM
- On 13<sup>th</sup> November 2020: Radio Talk show on Covid-19 effects on vulnerable groups of people (Ubudehe category 1 & 2) and effects mitigation measures and Ubudehe Categorization, Radio Huguka; [Facebook post: https://www.facebook.com/radiohuguka105.9fm/posts/1616349578558488](https://www.facebook.com/radiohuguka105.9fm/posts/1616349578558488) (This was organized as a result from the district engagement meeting joint planning with CSOs and the Local Government in Kamonyi district)
- On 14<sup>th</sup> November 2020: Radio Talk show on Covid-19 effects on vulnerable groups of people (Ubudehe category 1 & 2) and effects mitigation measures and Ubudehe Categorization, Kiss FM; [Twitter Post: https://twitter.com/1023KISSFM/status/1327310894137823233?s=08](https://twitter.com/1023KISSFM/status/1327310894137823233?s=08)
- On 27<sup>th</sup> November 2020: Radio Talk show on Covid-19 effects on vulnerable groups of people (Ubudehe category 1 & 2) and effects mitigation measures and Ubudehe Categorization, Radio Izuba (This was organized as a result from the district engagement meeting joint planning with CSOs and the Local Government in Kayonza district)
- On 20<sup>th</sup> November 2020: Radio Talk show on Covid-19 effects on vulnerable groups of people (Ubudehe category 1 & 2) and effects mitigation measures and Ubudehe Categorization, Radio ishingiro (This was organized as a result from the district engagement meeting joint planning with CSOs and the Local Government in Gicumbi district)
- On 03<sup>rd</sup> December 2020: TV Talk show on Ubudehe Categorization, Isango Star TV (This was supported by PPIMA project)
- On 04<sup>th</sup> December 2020: Radio Talk show on Ubudehe Categorization, Isango Star Radio (This was supported by PPIMA project)

### AXIS 3: FOSTERING CITIZEN CENTERED GOVERNANCE



District stakeholders 'engagement meeting on the new ubudehe categorization – under the project of PPIMA/NPA. Engagement meeting organized in 9 districts with CSOs and local government authorities



CSO's District engagement meeting in Huye, Nyamagabe and Rusizi



Participants in the training of Mutwarasibo members in Kayumbu sector, Kamonyi district on the new ubudehe categorization scheme. On the right side, The ES of Kayumbu sector speaking with Mutwarasibo members on the new ubudehe categorization. On the left side, The M&E of TI-Rw addressing some questions raised by the audience. In the afternoon, TI-RW organized a radio talk at Radio Huguha in partnership with the District of Kamonyi discussing on the new ubudehe categorization scheme.

### AXIS 3: FOSTERING CITIZEN CENTERED GOVERNANCE



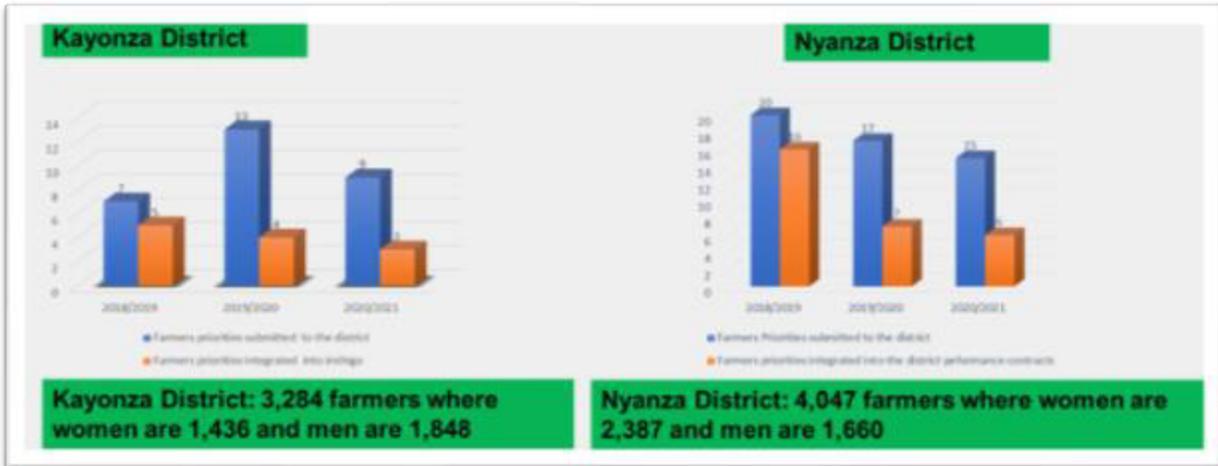
District stakeholders 'engagement meeting on the new ubudehe categorization – under the project of PPIMA/NPA. Engagement meeting organized in 9 districts with CSOs and local government authorities

In the same spirit, in Gicumbi and Kayonza districts, a joint plan with CSOs, Media and the districts was produced and as the main issue identified was related to the level of citizens awareness on the new ubudehe categorization scheme, TI-RW in partnership with both the district of Gicumbi and Kayonza respectively organized radio talks at Radio Ishingiro and at Izuba community radio to raise citizens awareness on the new ubudehe categorization.



On the left side, a radio talk at Ishingiro community radio in Gicumbi district where TI-RW in partnership with the district of Gicumbi organized a talk show to raise citizens awareness. TI-RW staff was together with the Mayor of Gicumbi District. On the right side, TI-RW ALAC Coordinator in Kayonza district was together with the Vice Mayor in charge of social affairs to discuss on the new ubudehe categorization scheme and raise citizens awareness via Radio Izuba.

***Farmers participation in the planning process of imihigo in the district of Kayonza and Nyanza – under the project of GPSA funded by the World Bank***



***Situational Analysis on Compliance and Effectiveness of Health Sector Service Delivery during Covid-19 Pandemic in Rwanda- CCCs participated in the monitoring process of health centers using suggestion box established at health centers- under the project funded by OSIEA***

**CCCs and suggestion boxes were used to monitor service delivery at health centers**



With the use of CCCs, TI-RW placed 10 new suggestion boxes at 10 health centers in 5 districts (Kamonyi, Kayanza, Musanze, Rubavu and Huye). CCCs helped citizens to fill in the forms (questionnaires) on service delivery and were dropped in the suggestion boxes.

Suggestion boxes have not only been useful in the collection of the questionnaires but they were also very crucial in ensuring their safety and credibility. After filling in the questionnaires, citizens expressed their confidence on the credibility and protection of their information because they believed the boxes were only opened by TI-RW staff.

Suggestion boxes were placed at places where most of the patients pass while in the health centers

**Social Accountability Tools to explore COVID-19 response effects on beneficiaries of social-protection programs in Rwanda". Funded by GIZ/ BMZ**

**Community empowerment in monitoring the implementation of preventive measures of COVID-19 and report possible malpractices of government officials while managing the COVID-19 crisis in 15 districts**

Transparency International Rwanda, through its experience in citizen engagement, is keen to work closely with the key stakeholders to tackle issues that could negatively affect the lives of vulnerable citizens. TI-RW has got different mechanisms of engaging with citizens, informing local leaders for advocacy purposes, holding local leaders accountable, and ensuring transparency while implementing public projects and serving citizens. In this regard, TI-RW has a network of citizen volunteers (CCC: Citizens Concerned Committees, now TI-RW has 472 CCCs with 8 CCCs per sector) working in 59 sectors in 11 districts around the country. These volunteers have served effectively in monitoring service delivery at the local government level (sector level), they have also contributed to raising citizens' awareness on the fight against corruption, actively participating in community meetings and platforms to sensitize citizens and inform them on channels they can use to submit their complaints. These volunteers are supporting TI-RW to empower citizens at the village level through awareness campaigns and easily accessible reporting schemes.

**Community empowerment in monitoring the implementation of preventive measures of COVID-19 and report possible malpractices of government officials while managing the COVID-19 crisis in 15 districts**

In this project, TI-RW's volunteers (CCC) were empowered to monitor the emergency response. The CCCs team leaders were trained on existing preventive measures of COVID-19 and how to report malpractices of public officials related to COVID-19 response. A checklist of different aspects to be monitored by CCCs was developed for them to ease their work. TI-RW's volunteers grouped in "Citizens Concerned Committees (CCC)" (team leaders) were also equipped with smartphones to enable them to report timely corruption cases or injustices during the implementation of COVID-19 preventive measures. Consultant to develop "How to..." guide was hired and Consultant to upgrade IFATE for enabling CCC to report corruption and misconduct, which already proved to be effective in the past 5 years. The feedback from CCCs was analyzed and reported in the policy paper of the quantitative service delivery survey (QSIDS).



## Strategic axis 4: Enhancing organizational capacity and sustainability

### Project title: Public Policy Information Monitoring and Advocacy

- Training on gender equality, positive masculinity
- Training on policy analysis and advocacy
- Workshop on monitoring and evaluation with PPIMA partners
- Workshop on legal aid policy and harmonization of legal aid approaches within ALACs and AJICs
- Joint advocacy workshop with PPIMA partners
- Training CCCs on monitoring government responses during the COVID-19 pandemic and reporting any irregularities

### Resource mobilization

- TI-RW, through its consultancy services, has secured consultancies from the Office of the Ombudsman
- TI-RW has secured also a consultancy contract with ENABEL on conducting training on integrity and monitoring public procurement of infrastructure projects in Musanze, Rwamagana and Rubavu

### Internal processes are strengthened and enhance resilience

- TI-RW has updated its MEL framework to align it with its new Strategic plan 2020-2024
- TI-RW has updated its advocacy plan
- The new strategic plan 2020-2024 started to be implemented
- TI-RW has purchased a new accounting software "SAGE"

## Section III: Media Coverage

- On 25<sup>th</sup> October 2020: TV and Radio Talk show on Covid-19 effects on vulnerable groups of people (Ubudehe category 1 & 2) and effects mitigation measures and Ubudehe Categorization, RBA (Broadcasted live on RTV, youtube and Radio Rwanda with all affiliated Community Radios); <https://www.youtube.com/watch?v=dvrqOSG1T5k>
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- <https://drive.google.com/drive/folders/1aFHB3lMn7lDy0ZDW6Hq0Vay94i1wjAdv?usp=sharing>
- **Documentary 1: Fairness and Integrity on Service amid the Covid-19 Pandemic in Rwanda**  
<https://www.youtube.com/watch?v=eq3PpkCIA5w>
- **Documentary 2: Covid-19 Impact on VUP Beneficiaries in Rwanda**  
[https://www.youtube.com/watch?v=psHJENi\\_hs](https://www.youtube.com/watch?v=psHJENi_hs)
- **DIALOGUE ON COVID-19 EFFECTS**  
[https://www.newtimes.co.rw/news/vulnerable-people-struggled-access-health-services-during-2020-lockdown-report\](https://www.newtimes.co.rw/news/vulnerable-people-struggled-access-health-services-during-2020-lockdown-report/)

- <https://igihe.com/amakuru/u-rwanda/article/umubare-w-abakora-muri-vup-bamara-iminsi-batariye-wiyongereyeho-23-9>
- <https://www.youtube.com/watch?v=krbVdy0doOg>
- <https://www.youtube.com/watch?v=-Zh7HttTeyU>
- <https://www.youtube.com/watch?v=ythF9kCULdg>
- TALK SHOWS

<https://www.youtube.com/watch?v=dvrqOSG1T5k>

<https://www.youtube.com/watch?v=l2B7Tm8xhvE&t=6638s>

Facebook post:

<https://www.facebook.com/radiohuguka105.9fm/posts/1616349578558488>

Twitter Post: <https://twitter.com/1023KISSFM/status/1327310894137823233?s=08>

## Section IV: PARTNERSHIP AND COLLABORATION

### TI-RW signing a Memorandum of Understanding with the Ministry of Local Government



## Section V: Conclusion

The year 2020 has been critical and challenging as the whole world faced a deadly pandemic known as COVID-19 which started in November 2019. This significantly impacted the interventions of TI-Rwanda in this year as the organization was obliged to revise and adapt its approaches to the context. Nevertheless, the fight against corruption and promotion of good governance in Rwandan society remain the responsibility of everyone as these areas are cross-cutting and when the level of performance is low or significantly facing challenges, it does affect the socio-economic development of the country.

The period of COVID-19 was characterized by number of restrictions introduced by the Government of Rwanda to limit the spread of the pandemic in the country. Among the restrictions, the Government of Rwanda introduced the lockdown in the country where all the socio-economic operators were obliged to work from home and restructure their activities to adapt them to the restriction of movement from one district to another, restrictions on gatherings, to mention but few.

In this context, TI-Rwanda thoroughly worked hard and strategically to successfully implement its strategic axis as established in the current strategic plan 2020-2024. As a Civil Society Organization well reputed to conduct evidence-based advocacy, TI-Rwanda continued to use its established engagement mechanisms to have reliable data/facts on corruption & injustices. To this end, TI-Rwanda has conducted number of researches in the areas of accountable governance program, environmental governance program and social development program. These researches were very useful to enable fruitful engagement with Public & Decision makers as well as duty bearers. Evidences were used to trigger changes in areas which demonstrated low performance or gaps that can perpetrate corruption practices and poor service delivery.

TI-Rwanda's ALACs consistently provided legal aid, advocacy and mediation to Rwandan citizens despite the alarming period of the COVID-19 pandemic. 5,431 citizens were received in 2020 where 2,433 were female (45%) and 2,998 were male (55%). The total complaints received were 5,479 where 5,227 were successfully closed (95%) and 252 cases still pending (5%). Among the total complaints closed (5,227), 20% were closed after advocacy (That is 1,033 complaints) and 251 were closed after mediation (that is 5% of the total closed cases).

In the framework of public engagement for preventing & combatting corruption & injustices, TI-Rwanda conducted an annual ALACs/AJICs restitution meeting to effectively advocate for the implementation of whistleblowers protection laws and the speed up of the presidential order on this particular issue. A policy paper was shared with key recommendations.

With the launch of the RBI 2020, different public institutions were encouraged to continue practicing the zero-tolerance policy while enforcing COVID-19 preventive measures (For instance, institutions like RIB, RNP, local government received specific recommendations to adopt and implement).

Finally, a systematic documentation and impact mapping should be conducted to track the change brought about by TI-Rwanda interventions during this critical year in the following areas:

- ✓ The implementation of recommendations formulated in RBI 2020 aiming at fighting corruption in the services most prone to corruption as highlighted by the Rwanda Bribery Index (For instance, the private sector, the local government, education sector, national police, to mention but few);
- ✓ Effective implementation of social protection programs on the basis of interventions from the social accountability tools to explore COVID-19 response effects on beneficiaries of social protection programs in Rwanda project;
- ✓ Effective public financial management through the implementation of the Auditor General recommendations (on the basis of the auditor general reports for the fiscal year 2017-2018);
- ✓ The status of beneficial ownership transparency in Rwanda;
- ✓ The status of compliance, transparency, accountability and citizen engagement in the implementation of the green Gicumbi project (on the basis of the advocacy dialogue conducted after launching the political economy analysis on the green Gicumbi project);
- ✓ The status of citizen participation in the area of TI-Rwanda implementation (Nyanza and Kayonza) in terms of the GPSA project;
- ✓ Monitor and work together with stakeholders on the implementation of ubudehe categorization scheme.

Section VI: ANNEX

**SAY  
NO  
TO CORRUPTION**



TI-RW ANNUAL REPORT FOR THE YEAR 2020



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